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ABSTRACT

Based on the assumption that educational research and development (R&D) requires the same technical managerial skills as any other business organization, this survey examined fifty management training programs for women and/or minorities in eighteen business, academic, and industrial settings. Information gathered on courses, workshops, and seminars especially designed for women and/or minorities is compiled by institution in Appendix A. The subjects of these programs are then divided into twenty-four categories in Appendix B, and three participant levels (interested, entry-level, and established) are indicated; this format is used to highlight the areas of need as well as the available sources. It was concluded that (1) management training programs rarely address the needs of women and/or minorities; (2) courses directed toward female managers are usually aimed at entry-level positions; (3) vital topics, such as finance and budgeting, professional development, power and management, managing time, and assertiveness training, are neglected in these programs; and (4) in general, management is a new and experimental field for women and minorities. (ELG)

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ED156913

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Increasing Participation of Women and Minorities in Education R&D

MANAGEMENT TRAINING PROGRAMS OF WOMEN AND MINORITIES

Survey

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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RBS WOMEN AND MINORITIES TRAINING PROJECT

Project Director: Mary V. Brown

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March 1978

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MANAGEMENT TRAINING PROGRAM SURVEY

1. Introduction

This survey of management training program for women and minorities was compiled as part of the RBS Project for Increasing the Participation of Women and Minorities in Education R&D. The project is intended to accomplish this goal through the identification of a new recruitment pool and the design and conduct of a program to provide training in the management of R&D functions. The primary target audience is students in the Wharton M.B.A. program at the University of Pennsylvania. An internship model joined with academic training addresses the particular needs of women and minorities for leadership role models, for supportive environment, and for access to leadership experiences.

The purpose of the survey is found in the Documentation and Dissenination Component of the project: "to identify currently available programs designed to address those needs related to the application of management skills to future education R&D work." [1] The reasons for this objective are twofold.

First, the project is directed toward the specific problem of expanding opportunities for advanced levels of training in education R&D, with special emphasis on women and members of minority groups.

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[1] Research for Better Schools, Inc. RBS project for increasing the participation of women and minorities in education r&d. Proposal prepared for Dissemination and Resources Group, National Institute of Education, Grant No. NIE-G-77-0030. Washington, D.C.: Department of Health, Education and Welfare, 1977, p. 28.

Several assumptions were made in writing the first major document of the project. The first of these reads as follows: "Educational R&D requires the same technical managerial skills as any other business organization."[2] This survey is the second major document of the project, and is based on the same principle. Thus, in order to determine the specific needs of women and minorities in education R&D, the project examined management training programs for women and minorities in other business, academic, and industrial settings.

Second, the project is directed toward developing and utilizing effective institutional approaches in the recruitment training and utilization of women and members of minority groups within R&D organizations. In particular, RBS hopes to employ project goals in terms of addressing its own institutional posture and staff development needs in regard to these issues.[3] An analysis of these selected topics, then, as found in the survey, was expected to serve as a source of ideas for project staff. In addition, the survey was to be instrumental as a management training program resource for the project interns.

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[2] Research for Better Schools, Inc. Review of Literature on training needs of women and minorities in education r&d. Women and Minorities Training Project. Philadelphia, PA: Research for Better Schools, 1978, p. 2.

[3] RBS has a special interest in promoting management training, experience, and a supportive institutional climate for women and minority groups.

II. The Survey

Part 1: Program Summaries

The first part of the survey consists of concise summaries of approximately fifty management training programs for women and minorities sponsored by eighteen different institutions (Greater Philadelphia industries are not included in the above figure). This information was gathered primarily by the project director's inclusion on appropriate mailing lists over the last several years, by keeping abreast of management training program literature and sending for relevant materials, and by referral. Programs date from 1973, though most were offered in 1975 or later. The largest percentage took place in 1977.

Because RBS is located in center city Philadelphia, it was decided that the investigation of management training programs, in terms of the particular staff development needs and interests of RBS, would be facilitated if the search was centered in, though not necessarily confined to, the metropolitan and suburban Philadelphia area. Together the programs comprise a comprehensive survey of management training programs for women and minorities in Philadelphia colleges and universities, and in a variety of major local business and industrial settings. Also included are selected programs offered by colleges, universities, and various management training associations (i.e. the American Management Association) throughout the nation (See Appendix A).

Aside from the gathering of previously accumulated material, initial inquiries took place in the summer and fall of 1977. Letters were written to various schools and management training institutions requesting information about courses, workshops, and seminars especially designed for women and minority groups (See sample letter on page 18). All programs were included in the survey except those designed for a general male/female audience, and those offered a non-executive management level. "Managerial Skills for Executive Secretaries and Administrative Assistants," for example, would not be included.

Sponsor Code

The program survey (Part I - Appendix A) contains vital information about each program. (See exhibit 1, p. 6). Appearing on its own separate form, each program has been compiled by sponsor, all programs offered by a particular sponsor being listed together under a sponsor code letter. NTL Institute for Applied Behavioral Science (NTL), for example, has been given the code letter A. Therefore, all NTL programs will be found together in the "A Section" of the survey. A listing of all code letters can be found at the beginning of Appendix A.

Program Code

In addition to being listed by a sponsor code letter, every program is listed by its own program number. The program title "Women and Management," for example, is accompanied by the code A1.

This means that "Women in Management" is number 1 of the NTL (or "A") programs. Directly following the collection of NTL programs (A1-A5) the reader will find all programs listed by the U.S. Department of Agriculture (B1), Dartnell Institute (C1) and so on.

PROGRAM TITLE: _____

SPONSOR:

OBJECTIVES:

The goals that the participant is expected to have achieved upon completion of the program. In most cases these are taken directly from the information sent by the program sponsor. When not specifically listed, the objectives are inferred from whatever data are available.

SELECTED TOPICS:

The specific topics to be studied during the course of the program. These are taken directly from the source of program information. If no topics are listed in the program data, the reader will simply find "Not Specified" under that heading.

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

The "target audience" of the program. Tells whether the program is intended for women, minorities, both groups, or other special groups.

PARTICIPANT LEVEL:

- Interested ☐ — Women/minorities who are students or working women and who are interested in pursuing a career in management.
- Entry Level ☐ — Women/minorities who are about to enter management positions or who have recently filled management positions (0-2 years).
- Established ☐ — Women specifically designated as "advanced" or "experienced" by the program sponsor. Also includes women managers on a non-designated level, women with 2+ years management experience on any level, and women who have completed prerequisite entry-level courses.

DATE AND LOCATION:

COST: Cost of the program/individual.

SOURCE: Source of all above information. Also lists a contact person/address should further information be desired.

RBS Women and Minorities Training Project
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EXHIBIT 1

6.

Part II: Program Analysis

The second part was designed to examine the types and levels of programs that have been offered to women and minorities. This section was intended to provide some insight not only into available sources and levels of management training programs, but to reveal some areas of needs where proper training and guidance have been lacking. It was anticipated that by using these programs as a knowledge base, and by attending to the "gaps" or particular shortcomings in existing programs, the RBS internship model could better accomodate the needs of women and minorities preparing for careers in education R&D.

Subject Categories

Initially, selected topic titles (as found in Appendix A) were divided into general groups answering similar needs. Eventually these broad categories were further broken down into more specific categories until finally the sorting resulted in the following twenty-four categories with their accompanying definitions:

Affirmative Action - topics having to do with affirmative action laws as well as the implementation of these laws. Also includes the Future of Women in Business and Women in Non-traditional jobs.

Assessment of Manager-Employee Performance - self appraisal for the manager and his/her employees, standards of performance, methods of evaluation, and considering women for non-traditional jobs. Also includes assessment in terms of career goals and planning as opposed to evaluation of on-the-job performance.

Building Effective Support Systems - building effective support systems both "in-house" and from the outside.

Career Goals and Planning - topics which are designed to assist women in planning for the future with realistic goals.

Communication Skills - subjects deal with improving writing and verbal skills that will lead to more effective business communication. Also includes communication skills which lead to improved manager/employee relations.

Concepts of Management - topics deal with Management Theory and with the functions and philosophies of management in terms of the corporate structure.

Decision making and Problem Solving - techniques and methods of making decisions and solving problems quickly and effectively.

Delegation - topics are concerned with the delegation of authority and responsibility within the corporate structure.

Finance and Budgeting - topics deal with managing the financial matters of a corporate structure.

Interpersonal Skills - topics specifically marked "Interpersonal Skills" or "Interpersonal Relations."

Legal Consideration - deals mainly with such courses as "Legal Considerations for Women Supervisors."

Management as a Woman - deals with special difficulties and problems unique to women in management.

Management Skills (General) - deals with management skills in general. Topics have such titles as "Increasing Management Skills," "Developing Managerial and Organizational skills."

Managing People - how to manage employees effectively.

Managing Time - how to manage time effectively.

Miscellaneous Management Skills - specific management skills listed together here because there is not enough of any one skill to provide separate categories.

Motivation - methods of motivating employees to work productively.

Organizational Response to Managers - how the employee responds to managerial behavior.

Power and Management - topics deal with power from a management perspective.

Professional Development - self-development on-the-job as opposed to career goals.

Staff Development/Finding and Training Employees - methods of choosing and developing an efficient and effective staff.

Style and Technique - The Effective Manager - styles and techniques for improving managerial effectiveness; helping the manager to develop his/her personal management style.

Teamwork - team building and work group skills.

Participant Levels

Each of the above subject categories is listed at the top of a form (form #2 as found in Appendix B -- See exhibit 2, p.10). The form is subdivided into the three participant levels of "interested," "entry-level," and "established." This permits the reader to see what types of courses under a particular heading are offered and on what levels. The course titles and corresponding levels are taken from the program forms in Appendix A. Under each of the levels is a listing of the appropriate code letter-title number (a), followed by a second number (b), which signifies the number of the selected topic (course title) of that program which belongs to that subject category (c). To save the reader from constantly referring to

Appendix A, the selected topic titles appear alongside every coding in Appendix B. Where no selected topic titles have been listed, the appropriate program objective is used (d). In cases where further information about a particular program is required, simply refer to the correct program survey in Appendix A.

CATEGORY: Building Effective Support Systems

INTERESTED		ENTRY LEVEL		ESTABLISHED	
A1-obj. 3 (d)	To build effective support systems including women and men to facilitate getting work accomplished.	A1-obj. 3	To build effective support systems including women and men to facilitate getting work accomplished.	A1-obj. 3	To build effective support systems including women and men to facilitate getting work accomplished.
		A2-3	The Development and Utilization of Support Systems.	A2-3	The Development and Utilization of Support Systems.
		A3-5	Building a Support Network.	F4-2	Political Strategies - Building a Support Network.
		A4-5	Building a Support Network.	H1-9	Support Systems (Overcoming Obstacles to Mobility).
		F4-2	Political Strategies - Building a Support System.		
		G1-6	The Supportive Manager Workshop.		
		H1-9 (a, b)	Support Systems (Overcoming Obstacles to Mobility). (c)		

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EXHIBIT 2

III. Findings

The search for management training programs addressing the management training needs of women and minorities was begun with the following expectations:

1. there would be a substantial number and variety of management training programs addressing the needs of women and minorities in management.

2. there would be a number of specific courses geared for women and minorities on all three participant levels.

In reality, however, management training programs disappoint both these expectations:

1. Rarely are the training needs of both women and minorities addressed in management training programs. (Indeed, rarely are the needs of minorities alone addressed in management training programs.)

2. Although a number of courses have been offered to women in entry-level management positions, there are few courses offered expressly for either the prospective managerial candidate or the manager on a more advanced level. Most programs are directed toward no specific audience, but to a rather nondescript "any and all women in management."

Thus, it is clearly implied that if, indeed, women are considered to be managers at all, they are considered to be so on a low and elementary level.

As revealed in Part II of the survey, the subject areas most frequently offered include such subjects as Management as a Woman, Concepts of Management, and Decision Making and Problem Solving. Among those on the opposite end of the scale are such areas as Finance and Budgeting, Professional Development, Power and Management,

Managing Time, and Assertiveness Training. It is evident, therefore, that although management training programs do address many important areas, many vital topics are largely neglected.

It is also noteworthy that "established" does not necessarily mean "advanced." Many times, for example, it refers to a position in management for an extended period of time. Apparently it is often presumed that women in management do not advance to high level positions. It is perhaps also noteworthy that an "advanced level" program in a sponsor's terms could be a significantly different level in the view of the management trainee. This might particularly hold true in programs which urge women on all three levels to attend.

On the whole, management for women and minorities, particularly in light of their special problems and needs, is a somewhat new and experimental field. There is much to be learned before adequate training programs can be provided. The current trend, nevertheless, as revealed in the majority of training programs in both university and industrial settings, is to establish no differentiation between men, women, and minorities in management training. Affirmative Action laws, indeed, now require the admission of candidates to such programs without regard to sex or race.

Upon the completion of the survey, all sources were again contacted and thanked for producing whatever information was provided. Project information was reiterated, and sources were requested to continue sending "updates" of their program information. Those who had been personally contacted received such letters as found on p. 15.

Those who had been dealt with by written communication only, received such letters as found on p. 16.

Finally. several major metropolitan and suburban Philadelphia industries were informed of project plans and asked for pertinent information about their particular management training programs. See sample letter, p. 18.

To date, RBS has not yet received replies from a number of these industries. When sufficient time has passed for all such sources to reply, the results will be compiled and placed in an addendum to the survey.

Circumstances for women in the world of management are slowly improving. At the very least, they are now permitted to enter a traditionally male (indeed, white male) society. Many programs, though not specifically geared to women and minorities have been opened to them, largely because of the heretofore mentioned affirmative action laws. Progress has also been made simply in that several programs for women in management have been made available.

Availability of programs, however, should not be considered evidence that the underrepresentation of women and minorities in top-level management is on its way to total rectification. Quality is also an important factor when appraising the overall situation. Although several programs are available, they do not necessarily meet the special needs of women/minority groups. Perhaps now it is time to begin some evaluation process to examine these programs and ascertain just how worthwhile they really are.

Based on the specific data given in the Management Program Survey, one could conclude that the majority of existing management training programs do address many of the needs of women in entry-level positions, they rarely address the needs of minorities at all. Furthermore, there are relatively few programs, courses, seminars designed for women who express an initial interest in management careers. Most lacking, however, are programs for women in top-level management positions.

RESEARCH FOR BETTER SCHOOLS, INCORPORATED SUITE 1700 / 1700 MARKET ST., PHILADELPHIA, PA. 19103 / 215 561-4100

Having spoken to you some time ago about management training programs sponsored by , in reference to our experimental management training program at RBS, I wish to thank you for sending information about .

As I explained in our conversation, the RBS program consists of the development of an intership model for M.B.A. students at The Wharton School, focusing on the special needs of women and minorities. Because it is an experimental program, we are finding it helpful to examine management training programs such as yours, in other business, school, and industrial settings - particularly programs which are geared toward the special needs nad interests of women and/or minorities. Eventually, this information will be compiled in a survey of recent and currently available management training programs for women and minorities.

I thank you again for the information you have kindly sent. Any similar data on other workshops/seminars/courses currently underway or in the planning stages would be greatly appreciated.

Sincerely,

Meredith Aul

Meredith Aul
Women and Minorities Project

RESEARCH FOR BETTER SCHOOLS, INCORPORATED SUITE 1700 / 1700 MARKET ST., PHILADELPHIA, PA. 19103 / 215 561-4100

In response to an RFP presented by the National Institute of Education, Research for Better Schools (RBS) has written and received funding for its proposal addressing the general problem of women and minority underrepresentation in educational Research and Development. The RBS proposal is directed specifically toward expanding opportunities for advanced levels of training in educational Research and Development, particularly that of promoting management training, management experiences, and a supportive institutional climate for women and minority members.

RBS, in conjunction with the Wharton M.B.A. program, is developing an internship model for M.B.A. students. This model will bring Wharton students into RBS as managerial interns and will address the particular needs of women and minorities for leadership role models, for supportive environment, and for access to leadership experiences.

Because it is an experimental program, and because it is the first of its kind in RBS, we are finding it helpful to examine management training programs in other business, school, and industrial settings. I have been most interested in information I have received from in particular,

Eventually, this as well as information from various other sources will be compiled in a survey of recent and currently available management training programs for women and minorities.

For this reason, I would appreciate any additional information both now and in the future, on other workshops/seminars/courses currently underway or in the planning stages.

Thank you for your assistance in our endeavor.

Sincerely,

Meredith I. Aul

Meredith I. Aul
Associate
Women and Minorities Project

RESEARCH FOR BETTER SCHOOLS, INCORPORATED SUITE 1700 / 1700 MARKET ST., PHILADELPHIA, PA. 19103 / 215 561-4100

In response to an RFP presented by the National Institute of Education, Research for Better Schools (RBS) has written and received funding for its proposal addressing the general problem of women and minority under-representation in educational research and development. The RBS proposal is directed specifically toward expanding opportunities for advanced levels of training in educational Research and Development, particularly that of promoting management training, management experiences, and a supportive institutional climate for women and minority group members.

RBS, in conjunction with the Wharton M.B.A. program, is developing an internship model for M.B.A. students. This model will bring Wharton students into RBS as managerial interns, and will address the particular needs of women and minorities for leadership role models, for supportive environment, and for access to leadership experience.

Because it is an experimental program, and because it is the first of its kind in RBS, we are finding it helpful to examine management training programs in other business, school, and industrial settings. For this reason, I am requesting any pertinent information such as pamphlets and program/course descriptions of management training programs offered to entry/advanced level employees under your direction.

I am particularly interested in management programs which focus on the special needs of women and minorities, however information concerning any

program offered which includes these groups will assist us in our endeavor. This information will be used as part of a survey on recent and available Management Training Programs, with special reference to available management programs for women and minorities. Any appropriate information would be greatly appreciated.

Thank you for your cooperation.

Very truly yours,

Meredith I. Aul

Meredith I. Aul
Associate
Women & Minority Training Project

MIA/lm

APPENDIX A
PROGRAM SUMMARIES

Appendix A: Program Summaries

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PROGRAM TITLE: Women and Management A1

SPONSOR: NTL

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒

DATE AND LOCATION:
Six three-day sessions, 1975, in six major cities across the nation.

COST:
$185

OBJECTIVES:

1. To expand their repertoire of managerial and organizational skills such as decision making, problem solving, supervisory skills, running meetings, dealing with power, etc.
2. Reduce the isolation among women by experiencing trust and respect for other women.
3. To build effective support systems including women and men to facilitate getting work accomplished.
4. To change dysfunctional, self-limiting behaviors such as deference and dependency, conflict avoidance, reluctance to be assertive, etc., and begin to develop more effective personal and managerial behaviors leading to increased organizational impact and reward.
5. To develop meaningful career plans and aspirations.

SELECTED TOPICS:

Not specified.

SOURCE:
"Women's Development Programs for 1975" (pamphlet)
Karen Stone Terniko
NTL Institute
P.O. Box 9155, Rosslyn Station
Arlington, Va. 22209
703-527-1500
IBS Women and Minorities Training Project
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1

PROGRAM TITLE: Women and Management A2

SPONSOR: NTL

OBJECTIVES:

Not specified.

SELECTED TOPICS:

1. Women in Authority.
2. Organizational Response to Women in Managerial Positions.
3. The Development and Utilization of Support Systems.
4. Managerial Skills for Women, for example: assertiveness training, the utilization of conflict, techniques for decision-making, problem-solving, running a meeting, building a team, supervising.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION:
5 three-day sessions, 1976, in
4 major cities across the nation.

COST: $185

SOURCE: "Women's Development Programs and Week-end Workshops." (Pamphlet)
(See: "source" - A1 for contact information).

PROGRAM TITLE: Women as Managers A3

SPONSOR: NTL*

OBJECTIVES:

1. To aid women in understanding the dynamics of women in organizations so that she will be able to utilize her own expertise and creativity in her job responsibilities.

SELECTED TOPICS:

1. Managing Differences - particularly ethnic and cultural differences.
2. Power - personal, organizational, and systematic.
3. Being in a Numerical Minority.
4. Collaboration and Competition with Men and Women.
5. Building a Support Network.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

DATE AND LOCATION: Five three-day seminars, 1977 in five cities.

COST: $200

SOURCE: "Weekend workshops and Programs for Women - 1977," p. 15 (pamphlet).
(See: "source" - A1 for contact information).

*NTL suggests that the strongest program for women in organizations is a combination of this program and the Management Work Conference, a one-week program for both men and women.

PROGRAM TITLE: Women in Organizations A4 (same as A3)

SPONSOR: NTL*

OBJECTIVES:

1. To aid women in understanding about the dynamics of women in organizations to increase utilization of individual expertise and creativity in job responsibility.

SELECTED TOPICS:

1. Managing Differences - particularly ethnic and cultural.
2. Power - personal, organizational, and systematic.
3. Being in a Numerical Minority.
4. Collaboration and competition with Men and Women.
5. Building a Support Network.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

DATE AND LOCATION: Five three-day sessions, 1978, in five major cities.

COST: $200

SOURCE: "1978 Programs" (booklet)
NTL Institute for Applied Behavioral Science, p. 13. -- Gail Curran, Program Manager or Virginia Sprecher
(see A3 for address)
703-527-1500

*NTL suggests that the strongest program for women in organizations is a combination of this program and the Management Work Conference in Interpersonal Competence, a one week program for both men and women.

PROGRAM TITLE: On Becoming Whole: Personal Growth for the Achieving Black Woman A5

SPONSOR: NTL

OBJECTIVES:

1. To offer a unique opportunity to the black woman senior professional for a period of self renewal and personal growth with a group of persons who share her position as an able person and achieving professional.

SELECTED TOPICS:

Not specified.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☒

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☒

DATE AND LOCATION: November 12-18, 1978 -- Atlanta, Georgia.

COST: $500

SOURCE:
"1978 Programs" (booklet)
NTL Institute for Applied Behavioral Science, p. 7
Margaret James-Neill, NTL Institute, P.O. Box 9155, Rosslyn Station, Arlington, VA 22209
616-381-9460 (for program content and methodology)
703-527-1500 (for procedure)

RBS Women and Minorities Training Project
F. 1 12/77

PROGRAM TITLE: Management Skills Workshop B1

SPONSOR:

Graduate School
U.S. Department of Agriculture

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒

OBJECTIVES:

1. To increase managerial knowledge and skills.
2. To strengthen skills in problem identification, analysis, and the techniques of problem-solving.
3. To learn and practice decision-making, team building, competition and cooperation.

SELECTED TOPICS:

1. Increasing Management Skills.

DATE AND LOCATION: 4 three-day seminars: 1978 in Newark, New Jersey; Princeton, New Jersey (2); and Phila. Pa.

COST: $165

SOURCE: "Management Skills Workshop - a - Three-day Program for Women." (Pamphlet)
Graduate School, U.S.D.A.
277 National Press Bldg.
529 14th St., N.W.
Washington, D. C. 20045
Phone: Ms. Leslie Bobrowsky 202-447-3247
Ms. Marlene Mainker 201-277-3675

RBS Women and Minorities Training Project
F. 1 12/77

6

PROGRAM TITLE: Effective Management for Women C1

SPONSOR:
The Dartnell Institute of Management

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

OBJECTIVES:

1. To provide information to help women and organizations deal with issues unique to women in management.
2. To provide women with an opportunity to improve their managerial abilities.

SELECTED TOPICS:

1. Dealing with Obstacles to Advancement that are Unique to Women.
2. How to Deal with On-the-Job Barriers to Advancement.
3. How to Reduce Barriers to my Advancement.
4. Developing Managerial Skills.
5. Improving Performance Through Motivation.
6. Communication - If People Would Only Listen.
7. Building Teamwork - The Woman as a Leader.

DATE AND LOCATION: Fifteen one-day seminars, 1975, in fifteen locations across the U.S. and Canada.

COST: $95/individual — 10% discount if three or more individuals attend from one company.

SOURCE:
"Effective Management for Women" (pamphlet).
Eugene Dombrowski, Vice President
The Dartnell Institute of Management
4652 Ravenswood Avenue
Chicago, Ill. 60640
312-561-4000

RBS Women and Minorities Training Project
F. 1 12/77

7

PROGRAM TITLE: Women in Management D1

SPONSOR:
Evening Division, Immaculata College

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒

DATE AND LOCATION: Series runs from September 1976 - May 1977 at Immaculata College.

OBJECTIVES:

1. To increase participant's potential for management and supervision, and to upgrade their leadership, supervisory, and management skills.

SELECTED TOPICS:

1. Management Briefing for Women.
2. Challenge of Leadership.
3. Developing Executive Skills.
4. Managing Your Communication Skills.
5. Managing Management Time.
6. The Management of Human Resources.
7. Effective Delegation.
8. Overcoming the Odds: Great Changes and New Chances.

COST: $50 per seminar or $250 for all 8 seminars.

SOURCE: "Introducing a Seminar Series on Women in Management." (flyer)
Sister Hosé - Marie
Evening Division
Immaculata College
Immaculata, Pa. 19345

PROGRAM TITLE: Lily Conference on Management Programs for Women E1

SPONSOR:
St. Mary-of-the-Woods College and Association of American Colleges

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒

DATE AND LOCATION: June 5-7, 1977 at St. Mary-of the Woods College

COST: Unspecified.

SOURCE: "Summary report Lilly Conference on Management Programs for Women, June 5-7, 1977." (booklet)
Sister Jeanne Knoerle, S.P., President
St. Mary-of-the-Woods College
St. Mary-of-the-Woods, Indiana 47876

OBJECTIVES:

1. To explore the role of the Women's College in the development of the woman manager.
2. To propose an organizational model for a network of women's colleges to serve this management education function.

SELECTED TOPICS:

1. A Macroscopic View of the Traditional Role, Function and Place of Women and How and why that has changed over the last few years.
2. Women in Management, Corporate Experiences and Expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, N.Y.C.
3. The Traditional Business School's Function of Training Women for Management.
4. Women's Educational Needs and Why the Women's Colleges are particularly equipped to meet them.
5. A Proposed Network of Women's Colleges to offer a range of short term seminars to one-semester intensive management programs to degree-granting programs to educate women in their role for management and how it would be administered, funded, and operated.

PROGRAM TITLE: Management Skills and Techniques F1

SPONSOR: AMA

OBJECTIVES:

1. To teach management skills and techniques in the following selected topic areas:

SELECTED TOPICS:

1. Concepts of Management.
2. Making the move up to Supervisory Management.
3. Cultivating Effective Employee Relations.
4. Developing Interpersonal Skills.
5. Training and Developing Employees.
6. Motivation - Key to Productivity.
7. Creative Problem-Solving and Decision-Making.
8. Legal Considerations for Women Supervisors.
9. Psychological Aspects - Attitude Problems Unique to the Women Supervisor.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

DATE AND LOCATION: 5 three-day sessions, 1975, in New York, Chicago and San Francisco.

COST: $380 AMA Members
$440 Non-members

SOURCE:
"Her First Management Job can be a Blue Chip Investment When - " (pamphlet)
American Management Associations
The American Management Associations Bldg.
135 W. 50th St.
New York, New York 10020 -- Phone: 212-586-8100
212-246-0800 as of 2/78.

RBS Women and Minorities Training Project
F. 1 12/77

10

PROGRAM TITLE: "How to Succeed in a Manager's World." Women Managers and Administrators: Management Training and Development F2

SPONSOR: AMA A

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

DATE AND LOCATION: Six - 3-day sessions, 1975, in Dallas, New York, Los Angeles, Boston and Chicago.

COST: $380 = AMA Members
$440 = Non-members

SOURCE:
"How to Succeed in a Manager's World." (flyer)
See "source" - F1 for contact information.

OBJECTIVES:

1. To present practical case applications, concepts, techniques, skills, and practice sessions, including question-and-answer periods and small group discussions on management training and development.

SELECTED TOPICS:

1. Concepts of Management.
2. The Duties and Responsibilities of the Administrator/Manager.
3. Process of Problem-Solving and Decision-Making.
4. Problems and Pitfalls of the Woman Manager.
5. Mastering the Skills of Managing People - Human Relations and Motivation.
6. Communicating with Today's Workforce.
7. Developing Your Personal Management Style.
8. Living with Budgetary Constraints.
9. Legal Considerations for Women Managers.

PROGRAM TITLE: Accounting Management for Women Financial Managers F3

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

To provide in-depth, comprehensive instruction of tested management principles, methods, and techniques, including exercises and participative project sessions. Special benefits include:

1. How to control your time as a manager.
2. Setting standards for new accounting personnel.
3. How to motivate your employees.
4. Learn and discuss how to administer your staff.
5. How you will be judged as a manager.

SELECTED TOPICS:

1. Organization and Function of the Accounting Department.
2. Organizational Background.
3. Management Techniques - Communication: A Manager's Basic Tool.
4. Delegating Responsibility.
5. Personnel Administration - Staffing the Department, Staff Development Techniques, Salary Administration.
6. Motivation and Communication.
7. Standards of Performance.
8. Performance Appraisals for Managers.

DATE AND LOCATION: Four 3-day sessions - 1977 in New York, San Francisco, and Chicago.

COST: $450 AMA Members
$520 Non-members

SOURCE:
"AMA Management Development Guide," July-December 1977, p. 228. (catalog)
(See "source" - F1 for contact information)

PROGRAM TITLE: Management Skills for Women: Integrating Who You Are With What You Do F4

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- *Established ☒

OBJECTIVES:

To provide in-depth comprehensive instruction of tested management principles, methods and techniques including exercises and participative project sessions. Special benefits include:

1. Films on creativity and future shock.
2. Life planning sessions.
3. Special workbook to reinforce learning process.
4. Experiential learning through small group work sessions.
5. Video tape learning sessions.

(women with 2-5 yrs. experience)

SELECTED TOPICS:

1. Tuning in to Your Corporation's Goals and Expectations.
2. Political Strategies - Building a Support System.
3. Competitiveness/Assertiveness/Visibility as a Means for Promotion.
4. Self Assessment as it is Related to Goal Setting, Career and Life Planning.
5. Work Group Skills - Getting Results through Interactions with Peer Groups, Subordinates, Superiors.
6. Balancing the Demands of Work and Private Life.

DATE AND LOCATION: 4 three-day sessions - 1977 at New York, San Francisco, Chicago and Atlanta.

COST: $425 - members $490 Non-members.

SOURCE: Same as F3 (see "source" - F1 for contact information)

PROGRAM TITLE: Business Essentials for the Woman Manager F5

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☒

OBJECTIVES:

To provide an in-depth, comprehensive instruction of tested management principles, methods and techniques, including exercises and participative project sessions. Special benefits include:

1. A "hands on" practical approach to quantitative business decisions affecting bottom line.
2. An intense "week-long" experience to develop an understanding of how organizations are run.
3. Learning how to project plans proposals for maximum impact.
4. Learning to analyze company financial reports.

SELECTED TOPICS:

1. An Over-view of the Basic Business Functions and Their Interrelationships within the Organization.
2. Planning--How Corporate Strategies are Developed.
3. Budgeting and Controls.
4. Learning to Read, Use and Generate Basic Financial Reports.
5. Principles of Money Management.
6. Translating Effective Business Decisions to People Management.

DATE AND LOCATION: One 5-day session in New York, 1977.

COST: $570 AMA Members $655 Non-members

SOURCE: Same as F2 (see "source" - F1 for contact information)

PROGRAM TITLE: Development Seminar for the Woman Manager in a Changing Environment F6

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To develop an increased awareness of organizational sturcture from bottom to top.
2. To probe more deeply into human behavior to help your responses to top management and to cope with peers and subordinates.
3. To develop more expertise in appraising performance of those who work for you.
4. To learn budget analysis.
5. To learn effective and forthright communication skills.
6. To learn to plan and organize your work load as well as that of others.

(Continued on the following page)

SELECTED TOPICS:

1. The Woman Manager in a Changing Environment.
2. The Management Planning Cycle.
3. Communications - "A Keystone to Management Effectiveness."
4. Evaluating and Appraising Performance.
5. Legal Considerations for the Manager.
6. Creative Decision-Making as a Management Responsibility.
7. Strategies for Career Advancement.

DATE AND LOCATION: Three 3-day sessions - 1976 in Boston, Chicago and New York.
Six 3-day sessions - 1977 in Seattle, Boston, Los Angeles, Chicago and New York (2).

COST: $425 members $490 Non-members

SOURCE: "AMA's Development Seminar for the Woman Manager in a Changing Environment." (flyer); AMA's Management Development Guide. July-December, 1977, p. 228.
(see "source" - F1 for contact information)

PROGRAM TITLE: Development Seminar for the Woman Manager in a Changing Environment F6

SPONSOR:

OBJECTIVES:

7. To learn to make quick, responsible decisions.
8. To learn to handle "Neanderthal" opposition, insubordination, office politics, unfair discriminations.
9. To prepare for career advancement.

SELECTED TOPICS:

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☐

DATE AND LOCATION:

COST:

SOURCE:

PROGRAM TITLE: Management Skills for New First-Line Women Supervisors and Administrative Assistants F7

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

To present practical case applications, concepts, techniques, skills and practice sessions, including question-and-answer periods and small-group discussions. Special benefits include:

1. Discussion of the problems faced by the employee moving from the labor force into a supervisory position and the new responsibilities she carries as a member of management.
2. Instruction in the skills of planning, organizing, delegating, supervising and controlling.
3. Discussion of the techniques to utilize in training and developing employees.
4. Review of effective motivational techniques for increasing worker productivity.

(Continued on the following page)

SELECTED TOPICS:

1. Psychological Aspects - Attitudes... Problems Unique to the Woman Supervisor.
2. Management Principles and Techniques for the Supervisor.
3. Process of Problem-Solving and Decision-Making.
4. Cultivating Effective Employee Relations.
5. Developing Interpersonal Skills.
6. Motivation - Key to Productivity.

DATE AND LOCATION: Eleven 3-day sessions - 1977 in 9 major cities in the U.S. and Canada.

COST: $425-AMA Member $490 - Non-member

SOURCE: AMA's Management Development Guide. July-December 1977, p. 229.
(see "source" F1 for contact information)

PROGRAM TITLE: Management Skills for New First-Line Women Supervisors and Administrative Assistants F7

SPONSOR:

OBJECTIVES:

5. Creative problem-solving - career development session.

6. Project sessions to assist registrants in exchanging helpful procedures with their counterparts in other companies.

SELECTED TOPICS:

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☐

DATE AND LOCATION:

COST:

SOURCE:

PROGRAM TITLE: Assertiveness Training for First-Line Women Supervisors F8

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

OBJECTIVES:

To present practical case applications, concepts, techniques, skills and practice sessions, including question-and-answer periods and small-group discussions. Special benefits include:

1. The provision of participative exercises including small group work, case study analysis, and role plays to examine individual attitudes and behavior.

SELECTED TOPICS:

1. Relationship Between Social Milieu and and Female-Male Roles.
2. Assertiveness Training: Principles and Practices.
3. Consciousness Raising with Others to Achieve Success in Management.
4. Developing Interpersonal Skills to Assertively Communicate with Others.
5. Personal and Professional Self-Development for Women.
6. Legal Considerations for Women Supervisors.

DATE AND LOCATION: Four 3-day sessions in Chicago, New York, Atlanta and Houston, 1977.
Four 3-day sessions in Los Angeles, Houston, New York, and Denver, 1978.

COST: $425 - AMA Member $490 - Non-member

SOURCE: Same as F7. (see "source" - F1 for contact information)
Also found in Management Development Guide. March-August, 1978, p. 170

PROGRAM TITLE: What First-Line Supervisors Must Know and Do About Equal Employment and Affirmative Action F9

SPONSOR: **AMA**

OBJECTIVES:

1. To provide in-depth, comprehensive instruction of tested management principles, methods and techniques.

SELECTED TOPICS:

1. Conducting Hiring and Promotion Interviews Based on Bona Fide Occupational Qualifications.
2. Developing Bias-Free Skills and Techniques Regarding Performance - Pay Appraisals, Grievances and Disciplinary Practices Including Discharge.
3. Training and Development of "Protected" Employees and Their Fellow Workers.

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☒
  (Supervisors and Foremen)

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION: March 20-22, 1978 @ NYC
March 13-15, 1978 @ Chicago

COST: $425 - AMA members, $490 - Nonmembers

SOURCE: Management Development Guide. March-August, 1978, p. 111.
The American Management Associations
The American Management Associations Building
135 West 50th Street
New York, New York 10020
212-246-0800
TWX 710-581-6530

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PROGRAM TITLE: Management Concepts and Skills Development for Women Financial Managers F10

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To provide in-depth, comprehensive instruction of tested management principles, methods and techniques. Special benefits include:
   1. How to control your time as a manager.
   2. Setting standards for new accounting personnel.
   3. Discuss how best to motivate employees.
   4. Learn and discuss how to administer your staff.
   5. Learn how you will be judged as a manager.

SELECTED TOPICS:

1. Management Techniques - Communication: A Manager's Basic Tool.
2. Delegating Responsibility.
3. Open Discussion: Personnel Administration - Staffing the Department, Staff Development Techniques, Salary Administration.
4. Motivation and Communication.
5. Standards of Performance.
6. Performance Appraisals for Managers.

DATE AND LOCATION: Apr. 10-12, 1978 @ Chicago.
Apr. 26-28, 1978 @ NYC

COST: $450 - members, $520 - nonmembers

SOURCE: Management Development Guide. March-August, 1978, p. 114.
(see "source" F9 for contact information)

PROGRAM TITLE: Self-Development Strategies for the Black Executive F11

SPONSOR: AMA

OBJECTIVES:

1. To provide in-depth, comprehensive instruction of tested management principles, methods and techniques.

SELECTED TOPICS:

1. Black Realities in Corporate Life.
2. Effective Executive Style.
3. Risk Taking Behavior and Race Related Stresses.
4. Effective Relationships in the Corporate Environment.
5. Utilization of Organization to Achieve Results.
6. Assessment of Individual Needs.
7. Planning for Ongoing Self-Development.

FOCUS:

- Women ☐
- Minorities ☒
- Both ☐
- Other ☒ (Black Executives)

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION: Mar. 6-10, 1978, NYC

COST: AMA Members - $625, Nonmembers - $720

SOURCE: Management Development Guide. March-August, 1978, p. 117. (see "source" F9 for contact information).

PROGRAM TITLE: Self-Development Principles for New or Prospective Black Managers F12

SPONSOR: AMA

FOCUS:

- Women ☐
- Minorities ☒
- Both ☐
- Other (black only) ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To assist new or prospective Black managers who want to gain insight into their own management style and how it can help them get ahead.

Special Benefits include:

1. Identifying and developing techniques for self-development.

SELECTED TOPICS:

1. Management Issues.
2. Black Realities and Corporate Norms.
3. Concepts of Self-development.
4. Coping with Interpersonal and Racial Conflicts.
5. Effective Relationships in Organizations.

DATE AND LOCATION: Four three day seminars in NYC, Chicago, and Arlington, Va.

COST: $450 - Members, $520 - Nonmembers.

SOURCE: Management Development Guide. March-August, 1978, p. 117.
(See "source" F9 for contact information).

PROGRAM TITLE: Women in Management: Building Job and Life Management Skills F13

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☒

DATE AND LOCATION: Apr. 10-12, 1978 @ Chicago.
May 31-June 2 @ NYC

COST: $425 - Members, $490 - Nonmembers

SOURCE: Management Development Guide. March - August, 1978, p. 119.
(See "source" F9 for contact information).

OBJECTIVES:

1. To provide in-depth comprehensive instruction of tested management principles, methods and techniques. Special benefits include:
   1. Films on creativity and future shock.
   2. Life Planning Sessions.
   3. Special workbook to reinforce learning process.
   4. Experiential learning through small group work sessions,
   5. Video tape learning sessions.

SELECTED TOPICS:

1. Tuning in to Your Corporation's Goals and Expectations.
2. Political Strategies - Building a Support System.
3. Competitiveness/Assertiveness/ Visibility as a Means for Promotion.
4. Self Assessment as it is Related to Goal Setting, Career and Life Planning.
5. Work Group Skills - Getting Results through Interactions with Peer Groups, Subordinates, Superiors.
6. Time Management/Establishing priorities.
7. Balancing the Demands of Work and private life.

PROGRAM TITLE: AMA's Development Seminar for the Woman Manager in a Changing Environment F14

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To present practical case applications, concepts, techniques, and skills. Special benefits include:
   1. Group Discussion.
   2. Film Presentation.
   3. Review of the range of management skills and techniques required for top-level performance.
   4. Techniques of communication and interpersonal skills.
   5. The objective of career growth will be considered through leadership

(continued on next page)

SELECTED TOPICS:

1. The Woman Manager in a Changing Environment.
2. The Management Planning Cycle.
3. Communciations - "A Keystone to Management Effectiveness."
4. Evaluating and Appraising Performance.
5. Legal Considerations for the Manager.
6. Creative Decision-Making as a Management Responsibility Strategy for Career Advancement.

DATE AND LOCATION: seven three-day sessions in Dallas, Atlanta, San Fransisco, Chicago, New York, Denver, and Boston.

COST: $425 - AMA Members, $490 - Nonmembers

SOURCE: Management Development Guide. March-August, 1978, p. 122. (See "source" F9 for contact information).

PROGRAM TITLE: AMA's Development Seminar for the Woman Manager in a Changing Environment F14

SPONSOR:

OBJECTIVES:

abilities, self-development, and motivation.

6. Special discussions will focus on the problems that may arise for women supervising women as well as supervising men.

SELECTED TOPICS:

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☐

DATE AND LOCATION:

COST:

SOURCE:

PROGRAM TITLE: Management Skills for New First-Line Women Supervisors and Administrative Assistants F15

SPONSOR: AMA

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. to present practical case applications, concepts, techniques, and skills. Special benefits include:
   1. Discussion of the problems faced by the employee moving from the labor force into a supervisory position and the new responsibilities she carries as a member of management.
   2. Instructing in the skills of planning, organizing, delegating, supervising, and controlling.
   3. Discussion of the techniques to utilize in training and developing employees.
   4. Review of effective motivational tech-

(continued on next page)

SELECTED TOPICS:

1. Pshycological Aspects - Attitudes... Problems Unique to the Woman Supervisor.
2. Management Principles and Techniques for the Supervisor.
3. Process of Problem Solving and Decision Making.
4. Cultivating Effective Employee Relations.
5. Developing Interpersonal Skills.
6. Motivation - Key to Productivity.
7. Legal Considerations - How to Avoid

DATE AND LOCATION: eighteen three-day sessions across the U.S. and Canada.

COST: $425 - Members, $490 - Nonmembers

SOURCE: Management Development Guide. March - August, 1978, p. 184. (See "source" F9 for contact information).

PROGRAM TITLE: Management Skills for New First-Line Women Supervisors and Administrative Assistants F15

SPONSOR:

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☐

DATE AND LOCATION:

COST:

SOURCE:

OBJECTIVES:

niques for increasing worker productivity.

5. Creative problem solving - career development sessions.
6. Project sessions to assist registrants in exchanging helpful procedures with their counterparts in other companies.

SELECTED TOPICS:

Discrimination Hazards.

8. Time Management.
9. Selling Ideas.

PROGRAM TITLE: Women in Management G1

SPONSOR:
Training Systems Division
Westinghouse Learning
Corporation

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To train and upgrade women employees for leadership, supervisory, and management positions.
2. To aid organizations in the implementation of affirmative action and equal employment plans as required under Federal government regulations.

SELECTED TOPICS:

1. Prologue - orientation to the program.
2. Profile-participants contribute agenda items.
3. Introducing the IMM-the individual management module.
4. "Harriet"- A case study linking the IMM with management techniques and theories.
5. Management Theory.
6. The Supportive Manager Workshop
7. Analyzing Problematic Situations.
8. Mapping Career Goals.

DATE AND LOCATION: 3-day "In-House" program for 6-20 participants. (date developed unspecified)

COST: Unspecified

SOURCE: "Women in Management" (brochure)
Mimi Holland, Assistant
Product Development
Westinghouse Bldg., Gateway Center, Pittsburgh, Pa. 15222
412-255-5503

PROGRAM TITLE: Management Awareness H1

SPONSOR:
Women's Training and Resources Corp.*

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒
  non-managerial X

DATE AND LOCATION: 3-day seminar, "In-house" started 1975.

OBJECTIVES:

1. To establish the vital link between awareness and motivation of women workers with the necessary understanding and support of their direct supervisors.

SELECTED TOPICS:

1. Attitudes (What is prejudicial behavior?)
2. How do Supervisors Perceive Women Workers?
3. Word Talk (Improving Inner and Inter-Office Communications.)
4. How Women Perceive Supervisors.
5. Motivating People (How and Why People Work Best).
6. Myths About Women (Unlearning the Untruths About Women Workers).
7. Supervisor Responsibility Under E.E.O. Guidelines
8. Appraisal of Staff (Considering Women for non-traditional Jobs).
9. Support Systems (Overcoming Obstacles to to Mobility).

COST: Unspecified

SOURCE: "The Complete Breaking Barriers Series," 1975. (pamphlet)
Women's Training and Resources Corp., 723 Congress Street, Portland, Maine 04101
Phone: 207-772-5481

*WTRC also contracts to do special programs in conjunction with "Women's Weeks or Women's Conferences."

PROGRAM TITLE: Managerial Skills I 1

SPONSOR:
Management Education Dept.
Rutgers University

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To use the experience of the participants to examine the barriers that women face in light of the reality of the world of business.
2. To teach the basic functions of management and how they can be applied to improve efficiency and effectiveness.
3. To provide women with a conceptual framework of management, its tools and skills, and to create a training experience that tests these concepts.
4. To encourage the participant to analyze her own performance and to be motivated to pursue a program of self development beyond the one-week residential seminar.

SELECTED TOPICS:

1. The Philosophy of Management.
2. Goal Setting and Time Management.
3. Essentials of Effective Communication.
4. Career Planning.
5. Leadership and Motivation.
6. Creative Problem Solving and the Decision-Making Process.
7. Self-Awareness and Managerial Effectiveness.

DATE AND LOCATION: 6 five-day sessions - 1976/77 at Rutgers
3 five-day sessions - 1978 at Rutgers

COST: $400

SOURCE: "Managerial Skills for Women" (flyer)
Management Education Dept.
University Extension Division
Institute of Management and Labor Relations
Rutgers University
New Brunswick, N. J. 08903
201-932-9836

RBS Women and Minorities Training Project
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PROGRAM TITLE: Women in Management Seminar J1

SPONSOR:
Office of Continuing and Cooperative Education
Drexel University

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☐

DATE AND LOCATION: January 24-26, 1977 at Drexel.

OBJECTIVES:

1. To master techniques vital to the effective manager.
2. To gain perspective on one's capabilities and on one's ability to function successfully within the organization.

SELECTED TOPICS:

1. Introduction to Management Skills.
2. Management Theories.
3. The Work Group.
4. Observation and Feedback.
5. Perception and Self-Appraisal.
6. Goal Setting.
7. Decision Making.
8. Affirmative Action.
9. Finance for Non-financial Managers.
10. Problem Solving.
11. Salesmanship.

COST: $350

SOURCE: "Management Seminars for Professional Advancement" (flyer)

Richard B. Newman, Director
Office of Continuing and Cooperative Education
Drexel University, 32nd and Chestnut Street, Philadelphia, PA 19104
215-895-2154

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PROGRAM TITLE: Assertiveness Skills for Women in Business J2

SPONSOR:

Office of Continuing Professional Education

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

OBJECTIVES:

1. To remove barriers to success.
2. To build productive communication skills.
3. To deal creatively with others.
4. To discover and use your own personal strengths.

SELECTED TOPICS:

1. Women as Winners: The Transactional View.
2. Discover Yourself.
3. Can I Be Assertive?
4. An Assertive Woman -- In My Organization?
5. Will I Like the Assertive Me?

DATE AND LOCATION: February 24-25, 1977; October 3-4, 1977 at Drexel.

COST: $295, $315 respectively

SOURCE: "Prospectus for Professional Development," p. 10 (booklet)
"Management Seminars for Professional Development" (flyer)

(see "source" - J1 for contact information)

PROGRAM TITLE: A New Perspective for Women and Minorities J3

SPONSOR:

Office of Continuing Professional Education.

OBJECTIVES:

1. To offer "an exciting and unique approach" to management development.

SELECTED TOPICS:

1. The Functions of a Manager.
2. Organizations in Operation.
3. Managing People.
4. Building the New Manager's Communication Skills.

FOCUS:

- Women ☐
- Minorities ☐
- Both ☒
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☐

DATE AND LOCATION: October 5-7, 1977 at Drexel.

COST: $350

SOURCE: "Prospectus for Professional Development," p. 4 (booklet)

(see "source" - J1 for contact information)

PROGRAM TITLE: Management Skills for Women Supervisors and Administrative Assitants K1

SPONSOR:

Executive Development Division
Graduate School of Business
University of Pittsburgh

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

OBJECTIVES:

1. To provide women supervisors with what they must know about management: how to manage people, how to resolve grievances, how to deal with prejudices of both sexes, how to avoid self-defeating behavior based on prior cultural attitudes and how to organize and control tasks so that they can be performed systematically, deliberately and with a high probability of accomplishment.

SELECTED TOPICS:

1. Special Problems for Women in Managment.
2. The Process of Modern Management.
3. The Critical Shift.
4. Establishing a Plan.
5. Motivating People.
6. Developing Communication Skills.
7. Training and Developing Employees.
8. Problem Solving and Decision Making.

DATE AND LOCATION: January 30-Feb. 1, 1978 at University of Pittsburgh.

COST: $395

SOURCE: Betsy Weisbrod
Graduate School of Business
1617 Cathedral of Learning, University of Pittsburgh, Pittsburgh, PA 15260
412-624-6424

"Management Skills for Women Supervisors and Administrative Assistants" (flyer)

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PROGRAM TITLE: The Emerging Woman in Management L1

SPONSOR:

Northern Illinois University
Adult Education Division

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To identify individual strengths and weaknesses.
2. To become aware of functioning in and influencing groups: Practice and evaluate methods.
3. To identify and plan goals to mesh with the organization's success.
4. To establish incentive and the necessary ability to perform at top capacity.

SELECTED TOPICS:

1. Not specifically mentioned. Includes lectures, films, and group discussions with much emphasis to be placed on individual involvement in the program. The program is designed to provide participants with the abilities and confidence to perform effectively as a woman in management.

DATE AND LOCATION: September 19-21, 1973 at Northern Illinois University.

COST: $95

SOURCE: "The Emerging Woman in Management" (flyer)

Bev Carney
Adult Education Division
N.I.U.
DeKalb, IL 60115
815-753-1291

PROGRAM TITLE: **Lunch 'n Learn** L2

SPONSOR:

Adult Education Division
Northern Illinois University

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒

OBJECTIVES:

1. To provide an opportunity to interact with qualified resource persons on subjects that will improve skills, position, and status not only in professional life, but also in everyday personal life.

SELECTED TOPICS:

1. Assertive Communication for the Working Woman.
2. Decision Making in the Office.
3. Improving Your Business Writing Skills.
4. Techniques for Becoming an Effective Supervisor.

DATE AND LOCATION: Sessions can be taken separately or all together. They are two hours each on four different days between January and April, 1978. The sessions will take place on campus at NIU.

COST: $10 each or $35 for all four.

SOURCE: "Lunch 'n Learn" (flyer)

Adult Education Division
NIU
DeKalb, IL 60115
815-753-1291

PROGRAM TITLE: Summer Institute for Women in Higher Education M1

SPONSOR:

Bryn Mawr College and HERS, Mid-Atlantic

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION: July 4-31, 197[illegible] at Bryn Mawr.

OBJECTIVES:

1. To offer intensive training in key administrative areas such as finance and budgeting, management, and information systems.
2. To provide a better understanding of governance, planning, and the informal as well as the formal as well as the formal structure and modus operandi of academic institutions.
3. To provide practical training in administrative problem solving through the use of the case study method.
4. To offer participation in a peer network

(continued on the following page)

SELECTED TOPICS:

1. Academic Governance and Planning in a period of Financial Stress.
2. Finance and Budgeting.
3. Management in Higher Education.
4. Administrative Uses for the Computer.
5. Professional Development.

COST: $750

SOURCE: "Summer Institute for Women in Higher Education Administration" (pamphlet)

Bryn Mawr College/HERS, Mid-Atlantic
Summer Institute for Women in Higher Education Administration
Bryn Mawr College, Bryn Mawr, PA 19010
215-525-1000 ext. 369

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PROGRAM TITLE: Summer Institute for Women in Higher Education M1

SPONSOR:

OBJECTIVES:

that will continue to make information and contacts available.

5. To provide a supportive and stimulating environment in which to identify and energize career goals.

SELECTED TOPICS:

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☐

DATE AND LOCATION:

COST:

SOURCE:

PROGRAM TITLE: The Leadership Seminar M2

SPONSOR:
Bryn Mawr College and HERS, Mid-Atlantic

OBJECTIVES:
1. To bring together senior officers of regional institutions to discuss such pressing issues as finance, law, fund raising, and faculty development.

SELECTED TOPICS:
See "objectives"

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☒

DATE AND LOCATION: July 19-21, 1976 at Bryn Mawr.

COST: Included in Summer Institute fee (See M1).

SOURCE: Same as M1

PROGRAM TITLE: The Career Exploration Seminar M3

SPONSOR:
Bryn Mawr College and HERS, Mid-Atlantic

OBJECTIVES:
1. To examine areas of administration open to recent degree recipients.
2. To indicate the appropriate career ladders to these areas.

SELECTED TOPICS:
1. See "objectives"

FOCUS:
- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:
- Interested ☒
- Entry Level ☐
- Established ☐

DATE AND LOCATION: July 25-27, 1976 at Bryn Mawr.

COST: Included in Summer Institute fee. (See M1).

SOURCE: Same as M1

PROGRAM TITLE: Management Briefing for Women N1

SPONSOR: Division of Michigan
University of Michigan

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

OBJECTIVES:

1. To know the basic functions of management and how to apply these to improve efficiency and effectiveness.
2. To understand the structure and dynamics of a Management by Objectives system.
3. To know how MBO provides a solid framework for increased motivation and more effective boss/subordinate communication.
4. To understand the various styles of management and know in which situation each is most effective.
5. To be aware of several theories of human behavior and be able to apply their practical aspects to improve interpersonal relations.
6. To know the practical applications of motivation and be able to implement these to increase the efficiency and effectiveness of subordinates.

SELECTED TOPICS:

1. Concepts of Management.
2. Management of Results.
3. Management of People.

DATE AND LOCATION:
three 3-day seminars, 1974 at University of Michigan.

COST: $270

SOURCE: "Management Briefing for Women" (Flyer)
Seminar Manager
Division of Management Education
University of Michigan
1735 Washtenew, Ann Arbor, MI 48104, 313-763-1000

PROGRAM TITLE: Management Orientation for Women Supervisors N2

SPONSOR:
Graduate School of MI
Division of Management Education
University of Michigan

OBJECTIVES:

To develop effective managerial skills in women who have made the change or are about to make the change from technical to supervisory positions.

SELECTED TOPICS:

1. Basic Functions of Management.
2. The Supervisor's Position in the Management Structure.
3. Basics of Interpersonal Relations.
4. Basics of Communication.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

DATE AND LOCATION: Four one-day sessions - 1977/78 at University of Michigan.

COST: $90; $110 effective January 1978.

SOURCE: "The University of Michigan Presents Women in Management Seminars," No. 1 (flyer);
"The University of Michigan Management Seminars 1978," p. 34 (booklet).
(See: "source" - N1 for contact information)

PROGRAM TITLE: Managerial and Administrative Skills for the Professional Women N3

SPONSOR:
Graduate School of Business Administration, Division of Management Education, University of Michigan

OBJECTIVES:

To develop managerial skills in the woman who has served in a non-managerial capacity.

SELECTED TOPICS:

1. Motivation.
2. Effective Communication.
3. The Functions of Management.
4. Managerial Styles.
5. Delegation.
6. Problem Solving.
7. Group Dynamics.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☐

DATE AND LOCATION: Four 3-day sessions 1977/78 at University of Michigan.

COST: $300; $345 effective July '78

SOURCE: Same as N2

PROGRAM TITLE: Challenge of Leadership N4

SPONSOR:
Graduate School of Business Administration, Division of Management Education, University of Michigan

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☒

OBJECTIVES:

1. To aid in the development and career growth of women who hold responsible management positions.
2. To refine and sharpen managerial skills and concepts.
3. To provide an opportunity to discuss the special concerns of women in management.

SELECTED TOPICS:

1. Psychology of Women
2. Assertiveness Training
3. Women as Effective Managers
4. Developing Career Objectives
5. Issues Relating to Power and Management
6. Similarities and Differences Women Experience in Handling Men and Women
7. Practitioner's View of the Future of Women in Business

DATE AND LOCATION: Four 3-day sessions 1977/78 at University of Michigan.

COST: $300; $345 effective July, 1978

SOURCE: Same as N2

PROGRAM TITLE: Fundamentals of Management and Organization Behavior for Women Seminar 01

SPONSOR:
The Wharton School
University of Pennsylvania

OBJECTIVES:

To provide skills and background information on women in management.

SELECTED TOPICS:

1. Organizations, Management Styles, and Motivation.
2. Communications and Control Systems.
3. Motivation and Reward Systems.
4. Organizing and Staffing.
5. Organizational Leadership.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION: By special arrangement only, for corporations who contract with Wharton.

COST: Unspecified

SOURCE: "Fundamentals of Management and Organization Behavior for Women Seminar" (loose leaf notebook)
Diana Robertson, Human Resources Center, 3810 Walnut St., B-F, Phila. Pa. 19104.
215-243-6938

PROGRAM TITLE: Effective Strategies and Tactics for the Woman Manager 02

SPONSOR:
The Wharton School
University of Pennsylvania

OBJECTIVES:

To provide skills and background information to women in management.

SELECTED TOPICS:

1. Making Decisions.
2. Undercovering and Working with Conflicts.
3. Job Design and Performance Evaluation.
4. Organizational Training and the Design of Training Interventions.
5. Facilitating and Participation of Women in the Labor Force.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION: By special arrangement only, for corporations who contract with Wharton.

COST: Unspecified

SOURCE: "Effective Strategies and Tactics for the Woman Manager" (loose leaf notebook)
(See "source" 01 for contact information)

PROGRAM TITLE: Sex Discrimination Awareness Program P1

SPONSOR:

Science Research Assn.

OBJECTIVES:

To offer a unique approach to affirmative action and equal employment opportunity for women by assisting in the assessment of the extent and source of perceived sex discrimination by female employees and the underlying motivational bases for male resistance to working on an equal basis with females at all organizational levels.

SELECTED TOPICS:

Unspecified. The package contains survey materials, exercises, and a text, all designed to help organizations assess and cope with problems related to sex bias.

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☒ (Undesignated)

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒
- Non-Managerial X

DATE AND LOCATION: Published early 1976 - In-house. Materials included for 25 participants.

COST: Unspecified

SOURCE: "SRA Catalog for Business," 1975, p. 33.
Science Research Associates, Inc., 259 East Erie Street, Chicago, Ill., 60611

PROGRAM TITLE: Management Techniques for Women P2

SPONSOR:

SRA

OBJECTIVES:

To provide new or aspiring female managers with valuable information and techniques appropriate to the management role.

SELECTED TOPICS:

1. Human Relations in Action.
2. Human Behavior.
3. Women in Today's Business World.
4. Communication - Part I.
5. Communication - Part II.
6. Management of Time.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☐

DATE AND LOCATION: Fall 1975. A self-instructional program consisting of six cassettes and a workbook.

COST: Unspecified.

SOURCE: Same as P1

PROGRAM TITLE: Advanced Management Techniques for Women P3 (Supplement to P2)

SPONSOR:

SRA

OBJECTIVES:

To provide a continuation of Management Techniques for Women (P2)

SELECTED TOPICS:

1. Motivation.
2. Performance Appraisals.
3. Interviewing New Employees.
4. The New Employee and the Temporary Worker.
5. Decision Making and Problem Solving.

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

DATE AND LOCATION: Fall 1975, A self-instructional program.

COST: Unspecified.

SOURCE: Same as P1

PROGRAM TITLE: Interpersonal Skills for Women Supervisors and Managers Q1

SPONSOR:
New York University
School of Continuing Education
Division of Career and
Professional Advancement

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☒
- Established ☒

OBJECTIVES:

Each participant will be able to:

1. Recognize essential characteristics of personal management style.
2. Specify that a variety of problem solutions exist which may be different from traditional solutions.
3. Recognize that individual men and women within organizations hold different beliefs about women and that specific actions on the part of each woman can reinforce or negate these beliefs.

(Continued on following page)

SELECTED TOPICS:

1. Management Style.
2. Problem Solving.
3. Beliefs About Women.
4. Action Orientation.
5. Team Participation.
6. Motivational Factors.
7. Informal Structure.
8. Support Systems.

DATE AND LOCATION: Four 3-day sessions, 1978 in San Francisco, Houston, New York, and Chicago.

COST: $435 per person + $60 registration fee per company.

SOURCE: "Interpersonal Skills for Women Supervisors and Managers" (brochure)
Heidi E. Kaplan, Information Services Manager
New York Conference Management Center, 360 Lexington Avenue, New York, New York 10017
212-953-7272

PROGRAM TITLE: Interpersonal Skills for Women Supervisors and Managers Q1

SPONSOR:

FOCUS:

- Women ☐
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☐
- Entry Level ☐
- Established ☐

DATE AND LOCATION:

COST:

SOURCE:

OBJECTIVES:

4. Recognize that her ability to function as a team member is crucial to achieving effectiveness.
5. Specify that a variety of motivational factors exist which influence different individuals.
6. Recognize that each organizational environment has a unique informal structure within which all staff members function.
7. Consider the establishment/maintenance of a "support system" of which she will be a member.

SELECTED TOPICS:

PROGRAM TITLE: "Achieving Woman's Potential...If There's Discriwomenation" R1

SPONSOR:

Greater Philadelphia Chamber of Commerce

FOCUS:

- Women ☒
- Minorities ☐
- Both ☐
- Other ☐

PARTICIPANT LEVEL:

- Interested ☒
- Entry Level ☒
- Established ☒

OBJECTIVES:

1. To identify problems and opportunities for women to become better qualified for job opportunities ahead so that each participant may find that it is possible to raise her sights above "discriwomenation" to achieve her fullest potential.

SELECTED TOPICS:

1. Not Specified - discussion of problems from the standpoint of each participant's company situation.

DATE AND LOCATION: March 2, 1972, Greater Phila. Chamber of Commerce (3½ hour session)

COST: $15

SOURCE: "Achieving Woman's Potential...If There's Discriwomenation" (description sheet)

The Chamber Insitutes
Greater Philadelphia Chamber of Commerce
121 South Broad Street
Philadelphia, PA 19103
215-568-4040

APPENDIX B
PROGRAM ANALYSIS

Appendix B: Program Analysis

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CATEGORY: **Affirmative Action (Includes the Future of Women in Business and Women in Non-traditional Jobs)**

INTERESTED

-1 A Macroscopic View of the Traditional Role, Function and Place of Women and How and Why that has Changed over the last few years.

-1 bj) To use the experience of the participants to examine the barriers that women face in light of the reality of the world of business.

-8 bj) Affirmative Action. To offer a unique approach to affirmative action and equal employment opportunity for women by assisting in the assessment of the extent and source of perceived sex discrimination by female employees and the underlying motivational bases for male resistance to working on an equal basis with females at all organizational levels.

ENTRY LEVEL

E1-1 A Macroscopic View of the Traditional Role, Function and Place of Women and How and Why that has changed over the last few years.

F1-8 Legal Considerations for Women Supervisors.

G1-2 (obj) To aid organizations in the implementation of affirmative action and equal employment plans as required under Federal government regulations.

H1-1 Attitudes (What is prejudicial behavior?)

H1-6 Myths About Women (Unlearning the Untruths About Women Workers).

H1-7 Supervisor Responsibility Under E.E.O. Guidelines.

H1-8 Appraisal of Staff (Considering Women for non-traditional Jobs).

I1-1 (obj) To use the experience of the participants to examine the barriers that women face in light of the reality of the world of business.

J1-8 Affirmative Action.

(Continued on following page)

ESTABLISHED

E1-1 A Macroscopic View of the Traditional Role, Function and Place of Women and How and Why that has changed over the last few years.

H1-1 Attitudes (What is prejudicial behavior?)

H1-6 Myths About Women (Unlearning the Untruths About Women Workers).

H1-7 Supervisor Responsibility Under E.E.O. Guidelines.

H1-8 Appraisal of Staff (Considering Women for Non-traditional jobs).

K1 (obj) See K1

N4-7 Practitioner's View of the Future of Women in Business.

02-5 Facilitating and Participation of Women in the Labor Force.

P1 (obj) To offer a unique approach to affirmative action and equal employment opportunity for women by assisting in the assessment of the extent and source of perceived sex discrimination by female employees and the underlying motivational bases for male

CATEGORY: Affirmative Action (Includes the Future of Women in Business and Women in Non-traditional Jobs)

INTERESTED

ENTRY LEVEL

K1- (obj) ...how to deal with prejudices of both sexes.

O2-5 Facilitating and Participation of Women in the Labor Force.

P1- (obj) To offer a unique approach to affirmative action and equal employment opportunity for women by assisting in the assessment of the extent and source of perceived sex discrimination by female employees and the underlying motivational bases for male resistance to working on an equal basis with females at all organizational levels.

F9-1 Conducting Hiring and Promotion Interview Based on Bona Fide Occupational Qualifications.

F9-2 Developing Bias-Free Skills and Techniques Regarding Performance - Pay Appraisals, Grievances and Disciplinary Practices Including Discharge.

F9-3 Training and Development of "Protected" Employees and Their Fellow Workers.

F15-7 Legal Considerations - How to Avoid Discrimination Hazards.

ESTABLISHED

resistance to working on an equal basis with females at all organizational levels.

F9-1 Conducting Hiring and Promotion Interviews Based on Bona Fide Occupational Qualifications.

F9-2 Developing Bias-Free Skills and Techniques Regarding Performance-Pay Appraisals, Grievances, and Disciplinary Practices Including discharge.

F9-3 Training and Development of "Protected Employees and Their Fellow Workers.

CATEGORY: Assertiveness Training

INTERESTED

ENTRY LEVEL

A2-4 Managerial Skills for Women, for example: assertiveness training, the utilization of conflict, techniques for decision-making, problem-solving, running a meeting, building a team, supervising.

F4-3 Competitiveness/Assertiveness/ Visibility as a Means for Promotion.

F8-2 Assertiveness Training: Principles and Practices.

J2-3 Can I Be Assertive?

J2-4 An Assertive Woman -- In My Organization?

J2-5 Will I Like the Assertive Me?

L1-1 ...The program is designed to provide participants with the abilities and confidence to perform effectively as a woman in management.

ESTABLISHED

A2-4 Managerial Skills for Women, for example: assertiveness training, the utilization of of conflict, techniques for decision making, problem-solving, running a meeting, building a team, supervising.

F4-3 Competetiveness/Assertiveness/ Visibility as a Means for Promotion.

F8-2 Assertiveness Training: Principles and Practices.

J2-3 Can I Be Assertive?

J2-4 An Assertive Woman -- In My Organization?

J2-5 Will I Like the Assertive Me?

L1-1 ...The program is designed to provide participants with the abilities and confidence to perform effectively as a woman in management.

F13-3 Competitiveness/Assertiveness/ Visability as a Means for Promotion.

CATEGORY: Assessment of Manager/Employee Performance

INTERESTED

I1-7 Self-Awareness and Managerial Effectiveness.

J1-5 Perception and Self-Appraisal.

ENTRY LEVEL

F3-7 Standards of Performance.

F3-8 Performance Appraisals for Managers.

F4-4 Self Assessment as it is Related to Goal Setting, Career, and Life Planning.

F6-4 Evaluating and Appraising Performance.

H1-8 Appraisal of Staff (Considering Women for Non-Traditional Jobs).

I1-7 Self-Awareness and Managerial Effectiveness.

J1-5 Perception and Self-Appraisal.

O2-3 Job Design and Performance Evaluation.

P3-2 Performance Appraisals.

F9-2 Developing Bias-Free Techniques Regarding Performance - Pay Appraisals, Grievances, and Disciplinary Practices Including Discharge.

F10-5 Standards of Performance.

F10-6 Performance Appraisals for Managers.

F14-4 Evaluating and Appraising Performance.

ESTABLISHED

F4-4 Self Assessment as it is Related to Goal Setting, Career, and Life Planning.

H1-8 Apprisal of Staff (Considering Women for Non-traditional Jobs)

O2-3 Job Design and Performance Evaluation.

P3-2 Performance Appraisals.

F13-4 Self Assessment as it is related to Goal Setting, Career and Life Planning.

CATEGORY: Building Effective Support Systems

INTERESTED		ENTRY LEVEL		ESTABLISHED	
A1-obj. 3	To build effective support systems including women and men to facilitate getting work accomplished.	A1-obj. 3	To build effective support systems including women and men to facilitate getting work accomplished.	A1-obj. 3	To build effective support systems including women and men to facilitate getting work accomplished.
		A2-3	The Development and Utilization of Support Systems.	A2-3	The Development and Utilization of Support Systems.
		A3-5	Building a Support Network.	F4-2	Political Strategies - Building a Support Network.
		A4-5	Building a Support Network.	H1-9	Support Systems (Overcoming Obstacles to Mobility).
		F4-2	Political Strategies - Building a Support System.	Q1-8	Support Systems
		G1-6	The Supportive Manager Workshop.		Obstacles
		H1-9	Support Systems (Overcoming to Mobility).	F13-2	Political Strategies - Building a Support System.
		Q1-8	Support Systems.		

CATEGORY: Career Goals and Planning

INTERESTED

A1-5 (obj) To develop meaningful career plans and aspirations.
D1-8 Overcoming the Odds: Great Changes and New Chances.
E1-3 The Traditional Business School's Function of Training Women for Management.
E1-4 Women's Educational Needs and Why the Women's Colleges are particularly equipped to meet them.
E1-5 A Proposed Network of Women's Colleges to offer a range of short term seminars to one-semester intensive management programs to degree-granting programs to educate women in their role for management and how it would be administered, funded, and operated.
I1-4 Career Planning.
L2-3 (obj) To provide an opportunity to interact with qualified resource persons that will improve status not only in professional life, but also in everyday personal life.
M3-1 (obj) To examine areas of administration open to recent degree recipients.
M3-2 (obj) To indicate the appropriate career ladders to these areas.

ENTRY LEVEL

A1-5 (obj) To develop meaningful career plans and aspirations.
C1-1 Dealing with obstacles to Advancement that are Unique to Women.
C1-2 How to Deal with On-the-Job Barriers to Advancement.
C1-3 How to Reduce Barriers to my Advancement.
D1-8 Overcoming the odds: great changes and new chances.
E1-3 The Traditional business school's function of training Women for Management.
E1-4 Women's Educational Needs and Why the Women's Colleges are particularly equipped to meet them.
E1-5 A proposed network of women's colleges to offer a range of short term seminars to one-semester intensive management programs to degree-granting programs to educate women in their role for management and how it would be administered, funded, and operated.

(Continued on the following page)

ESTABLISHED

A1-5 (obj) To develop meaningful career plans and aspirations.
C1-1 Dealing with obstacles to advancement that are unique to women.
C1-2 How to deal with on-the-job barriers to advancement.
C1-3 How to reduce barriers to my advancement.
D1-8 Overcoming the odds: great changes and new chances.
E1-3 The traditional business school's function of training women for management.
E1-4 Women's educational needs and why the Women's colleges are particularly equipped to meet them.
F8-5 Personal and professional self-development for women.
L2-3 (obj) To provide an opportunity to interact with qualified resource persons that will improve status not only in professional life, but also in everyday personal life.

CATEGORY: Career Goals and Planning

INTERESTED

ENTRY LEVEL

F1-2 Making the move up to Supervisory Management

F4-4 Self Assessment as it is Related to Goal Setting, Career and Life Planning.

F6-7 Strategies for Career Advancement.

F8-5 Personal and Professional Self-Development for Women.

F14-5 (obj) The objective of career growth will be considered through leadership abilities, self development, and motivation.

F15-5 (obj) Creative Problem Solving - Career Development Sessions.

G1-8 Mapping Career Goals.

I1-4 Career Planning.

L2-3 To provide an opportunity to interact with qualified resource persons that will improve status not only in professional life, but also in everyday personal life.

M1-5 (obj) To provide a supportive and stimulating environment in which to identify and energize career goals.

ESTABLISHED

F13-4 Self Assessment as it is Related to Goal Setting, Career, and Life Planning.

M1-5 (obj) To provide a supportive and stimulating environment in which to identify and energize career goals.

N4-4 Developing Career Objectives.

CATEGORY: Communication Skills (See Also Interpersonal Skills)

INTERESTED

D1-4 Managing your Communication Skills.
I1-3 Essentials of Effective Communication.
J3-4 Building the New Manager's Communication Skills.
L2-3 Improving your Business Writing Skills.
P2-4 Communication - Part I.
P2-5 Communication - Part II.

ENTRY LEVEL

C1-6 Communication-If People Would Only Listen.
D1-4 Managing your Communication Skills.
F2-6 Communicating with Today's Workforce.
F3-3 Management Techniques-Communication: A Manager's Basic Tool.
F3-6 Motivation & Communication.
F6-3 Communications-"A Keystone to Management Effectiveness."
F8-4 Developing Interpersonal Skills to Assertively Communicate with Others.
H1-3 Word Talk (Improving Inner and Inter-office Communication).
I1-3 Essentials of Effective Communication.
J3-4 Building the New Manager's Communication Skills.
K1-6 Developing Communication Skills.
L2-3 Improving your Business Writing Skills.
N1-3 (obj) To know how MBO provides a solid framework for increased motivation and more effective boss/subordinate communication.

(Continued on following page)

ESTABLISHED

C1-6 Communication-If People Would Only Listen.
D1-4 Managing your Communication Skills.
F8-4 Developing Interpersonal Skills to Assertively Communicate with Others.
H1-3 Word Talk (Improving Inner & Inter-office Communications).
K1-6 Developing Communication Skills.
L2-3 Improving your Business Writing Skills.
O1-2 Communications and Control Systems.
Q1-4 Action Orientation.

CATEGORY: Communication Skills (See Also Interpersonal Skills)

INTERESTED

ENTRY LEVEL

ESTABLISHED

N2-4	Basics of Communication.
N3-2	Effective Communication
O1-2	Communications and Control Systems.
Q1-4	Action Orientation.
F10-1	Management Techniques - Communication: A Manager's Basic Tool.
F10-4	Motivation and Communication.
F14-3	Communications - "A Keystone to Management Effectiveness."
P2-4	Communication - Part I.
P2-5	Communication - Part II.

CATEGORY: Concepts of Management (Management Theory)

INTERESTED

D1-1 Management Briefing for Women.
E1-1 A Macroscopic View of the Traditional Role, Function, and Place of Women and how and why that has changed over the last few years.
E1-2 Women in Management - Corporate Experiences and Expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, N.Y.C.
I1-1 The Philosophy of Management.
J1-2 Management Theories.
J3-1 The Functions of a Manager.
J3-2 Organizations in Operation.

ENTRY LEVEL

A3-2 Power - Personal, organizational and systematic.
A4-2 Power - Personal, organizational, and systematic.
D1-1 Management Briefing for Women.
E1-1 A Macroscopic View of the Traditional Role, Function, and Place of Women and how and why that has changed over the last few years.
E1-2 Women in Management - Corporate Experiences and Expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, N.Y.C.
F1-1 Concepts of Management.
F2-1 Concepts of Management.
F3-1 Organization and Function of the Accounting Department.
F3-2 Organizational Background.
F4-1 Tuning in to Your Corporation's Goals and Expectations.
F6-2 The Management Planning Cycle.
G1-5 Management Theory.
I1-1 The Philosophy of Management.
J1-2 Management Theories.
J3-1 The Functions of a Manager.

ESTABLISHED

D1-1 Management Briefing for Women.
E1-1 A Macroscopic View of the Traditional Role, Function, and Place of Women and how and why that has changed over the last few years.
E1-2 Women in Management - Corporate Experiences and Expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, N.Y.C.
F4-1 Tuning in to Your Corporation's Goals and Expectations.
F5-1 An Over-view of the Basic Business Functions and Their Interrelationships within the Organization.
F5-2 Planning - how corporate strategies are developed.
F7-2 Management Principles and Techniques for the Supervisor.
K1-2 The Process of Modern Management.
K1-3 The Critical Shift
M1-3 Management in Higher Education.
N4-5 Issues Relating to Power and Management.
O1-1 Organizations, Management Styles, and Motivation.

CATEGORY: Concepts of Management (Management Theory)

INTERESTED

ENTRY LEVEL

J3-2 Organizations in Operation.
K1-2 The Process of Modern Management.
K1-3 The Critical Shift.
M1-3 Management in Higher Education.
N1-1 Concepts of Management.
N2-1 Basic Functions of Management.
N3-3 The Functions of Management.
O1-1 Organizations, Management Styles, and Motivation.
F14-1 The Woman Manager in a Changing Environment.
F15-2 Management Principles and Techniques for the Supervisor.

ESTABLISHED

F13-1 Tuning in to Your Corporation's Goals and Expectations.

CATEGORY: Decision-Making and Problem-Solving

INTERESTED

A1-1 (obj) To expand their repertoire of managerial and organizational skills such as decision-making and problem-solving.
B1-2 (obj) To strengthen skills in the techniques of problem-solving.
B1-3 (obj) To learn and practice decision-making.
I1-6 Creative problem-solving and the Decision-Making process.
J1-7 Decision-Making.
J1-10 Problem-Solving.
L2-2 Decision-Making in the Office.

ENTRY LEVEL

A1-1 (obj) To expand their repertoire of managerial and organizational skills such as decision-making and problem-solving.
A2-4 Managerial Skills for Women, for example: assertiveness training, the utilization of conflict, techniques for decision-making, problem-solving, running a meeting, building a team, supervising.
B1-2 (obj) To strengthen skills in the techniques of problem-solving.
B1-3 (obj) To learn and practice decision-making.
F1-7 Creative problem-solving & Decision-Making.
F2-3 Process of Problem-Solving & Decision-Making.
F6-6 Creative Decision-Making as a Management Responsibility.
F7-3 Process of Problem-Solving & Decision-Making.
G1-7 Analyzing Problematic Situations.
I1-6 Creative Problem-Solving & Decision-Making.
J1-7 Decision-Making.
J1-10 Problem-Solving
K1-8 Problem-Solving & Decision-Making.

ESTABLISHED

A1-1 (obj) To expand their repertoire of managerial and organizational skills such as decision-making & problem-solving.
A2-4 Managerial Skills for Women, for example: assertiveness training, the utilization of conflict, techniques for decision-making, problem-solving, running a meeting, building a team, supervising.
B1-2 (obj) To strengthen skills in the techniques of problem-solving.
B1-3 (obj) To learn and practice decision-making.
K1-8 Problem-Solving & Decision-Making.
L2-2 Decision-Making in the Office.
O2-1 Making Decisions.
P3-5 Decision-Making & Problem-Solving.
Q1-2 Problem Solving.

(Continued on the following page)

CATEGORY: Decision-Making and Problem-Solving

INTERESTED

ENTRY LEVEL

ESTABLISHED

L2-2 Decision-Making in the Office.
N3-6 Problem-Solving
02-1 Undercovering & Working with Conflicts.
P3-5 Decision-Making & Problem Solving.
Q1-2 Problem Solving.
F14-6 Creative Dicision-Making as a Management Responsibility Strategy for Career Advancement.
F15-3 Process of Problem Solving and Decision Making.

CATEGORY: Delegation

INTERESTED	ENTRY LEVEL	ESTABLISHED
D1-7 Effective Delegation.	D1-7 Effective Delegation. F3-4 Delegating Responsibility. N3-5 Delegation. F10-2 Delegating Responsibility.	D1-7 Effective Delegation.

CATEGORY: Finance and Budgeting

INTERESTED

J1-9 Finance for Non-financial Managers.

ENTRY LEVEL

F2-8 Living with Budgetary Constraints.
F3-1 Organization and Function of the Accounting Dept.
J1-9 Finance - For Non-financial Managers.
M1-1 Academic Governance and Planning in a Period of Financial Stress.

ESTABLISHED

F5-3 Budgeting and Controls.
F5-4 Learning to Read, Use and Generate Basic Financial Reports.
F5-5 Principles of Money Management.
M1-1 Academic Governance and Planning in a Period of Financial Stress.
M1-2 Finance and Budgeting.
M2-1 Finance, law, fund raising

CATEGORY: Interpersonal Skills (See Also: Communication Managing People)

INTERESTED	ENTRY LEVEL	ESTABLISHED
F12-4 Coping with Interpersonal and Racial Conflicts.	F1-4 Developing Interpersonal Skills. F7-5 Developing Interpersonal Skills. F8-4 Developing Interpersonal Skills to Assertively Communicate with Others. N2-3 Basics of Interpersonal Relations. Q1-1 (obj.) To recognize essential characteristics of personal management style. F12-4 Coping with Interpersonal and Racial Conflicts. F14-4 (obj) Techniques of communication and interpersonal skills. F15-5 Developing Interpersonal Skills.	F8-4 Developing Interpersonal Skills to Assertively Communicate with Others. Q1-1 (obj.) To recognize essential characteristics of personal management style.

CATEGORY: Legal Considerations (See also: Affirmative Action)

INTERESTED

ENTRY LEVEL

F1-8 Legal Considerations for Women Supervisors.
F2-9 Legal Considerations for Women Managers.
F6-5 Legal Considerations for the Manager.
F8-6 Legal Considerations for Women Supervisors.
F14-5 Legal Considerations for the Manager.
F15-7 Legal Considerations - How to Avoid Discrimination Hazards.

ESTABLISHED

M2-obj. 1 To bring together senior officers of regional institutions to discuss such pressing issues as law...
F8-6 Legal Considerations for Women Supervisors.

CATEGORY: Management as a Woman (See also Affirmative Action, Assertiveness Training, Career Goals and Legal Considerations).

INTERESTED

A1-2 (obj) Reduce the isolation among women by experiencing trust and respect for other women.

A1-4 (obj) To change dysfunctional, self-limiting behaviors such as deference and dependency, conflict avoidance, reluctance to be assertive, etc., and begin to develop more effective personal and managerial behaviors leading to increased organizational impact and reward.

D1-1 Management Briefing for Women.

D1-8 Overcoming the odds: great changes and new chances.

E1-1 A Macroscopic view of the traditional role, function and place of women and how and why that has changed over the last few years.

E1-2 Women in management, corporate experiences and expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, N.Y.C.

P2-3 Women in Today's business world.

ENTRY LEVEL

A1-2 (obj) Reduce the isolation among women by experiencing trust and respect for other women.

A1-4 (obj) To change dysfunctional, self-limiting behaviors such as deference and dependency, conflict, avoidance, reluctance to be assertive, etc., and begin to develop more effective personal and managerial behaviors leading to increased organizational impact and reward.

A2-1 Women in authority.

A2-2 Organizational response to women in managerial positions.

A2-4 Managerial skills for women, for example: assertiveness training, the utilization of conflict, techniques for decision-making, problem-solving, running a meeting, building a team, supervising.

A3-3 Being in a numerical minority.

A3-4 Collaboration and competition with men and women.

C1-1 Dealing with the obstacles to advancement that are unique to women.

(Continued on the following page)

ESTABLISHED

A1-2 (obj) Reduce the isolation among women by experiencing trust and respect for other women.

A1-4 (obj) To change dysfunctional, self limiting behaviors such as deference and dependency, conflict avoidance, reluctance to be assertive, etc., and begin to develop more effective personal and managerial behaviors leading to increased organizational impact and reward.

A2-1 Women in authority.

A2-2 Organizational response to women in managerial positions.

A5-1 (obj) To offer a unique opportunity to the black woman senior professional for a period of self renewal and personal growth with a group of persons who share her position as an able person and achieving professional.

C1-1 Dealing with obstacles to advancement that are unique to women.

C1-2 How to deal with on-the-job barriers to advancement.

CATEGORY: Management as a Woman (See also Affirmative Action, Assertiveness Training, Career Goals and Legal Considerations)

INTERESTED

R1-1 (obj) To identify problems and opportunities for women to become better qualified for job opportunities ahead so that each participant may find that it is possible to raise her sights above "discriwomenation" to achieve her highest potential.

ENTRY LEVEL

C1-2 How to deal with on-the-job barriers to advancement.

C1-3 How to reduce barriers to my advancement.

C1-7 Building Teamwork-the woman as a leader.

D1-1 Management briefing for women.

D1-8 Overcoming the odds: great changes & new chances.

E1-1 A macroscopic view of the traditional role, function and place of women and how and why that has changed over the last few years.

E1-2 Woman in management, Corporate experiences and expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, NYC.

F1-9 Psychological aspects-attitude problems unique to the women supervisor.

F2-4 Problems and pitfalls of the woman manager.

F6-1 The woman manager in a changing environment.

F7-1 Psychological aspects-attitudes.. problems unique to the woman supervisor.

(Continued on the following page)

ESTABLISHED

C1-3 How to reduce barriers to my advancement.

C1-7 Building teamwork-the woman as a leader.

D1-1 Management briefing for women.

D1-8 Overcoming the odds: great changes and new chances.

E1-1 A macroscopic view of the traditional role, function and place of women and how and why that has changed over the last few years.

E1-2 Women in management, corporate experiences and expectations at First National Bank of Arizona, Phoenix; New England Telephone Co., Boston; and at CBS, NYC.

F4-6 Balancing the demands of work and private life.

F8-1 Relationship between social milieu and male/female roles.

F8-5 Personal and Professional self-development for women.

H1-2 How do supervisors perceive women workers.

H1-4 How women perceive supervisors.

Continued on following page

CATEGORY: Management as a Woman (See also Affirmative Action Assertiveness Training, Career Goals and Legal Considerations)

INTERESTED

ENTRY LEVEL

F8-1 Relationship between social milieu & female-male roles.
F8-5 Personal and Professional self-development for women.
H1-2 How do supervisors perceive women workers?
H1-4 How women perceive supervisors.
H1-6 Myths about women (unlearning the untruths about women workers.)
J2-1 Women as winners: the transactional view.
J2-2 Discover Yourself.
J2-3 Can I Be Assertive?
J2-4 An Assertive Woman--In My Ogranization?
J2-5 Will I Like the Assertive Me?
K1-1 Special Problems for Women in Management.
L1-1 (obj) To identify individual strengths and weaknesses.
O2-5 Facilitating and Participation of Women in the Labor Force.
P2-3 Women in Today's Business World.
Q1-3 Beliefs About Women.
R1- (obj) To identify problems and opportunities for women to become better qualified for job opportunities ahead so that each participant may find that it is

ESTABLISHED

H1-6 Myths about women (unlearning the untruths about women workers).
J2-1 Women as winners: the transactional view.
J2-2 Discover yourself.
J2-3 Can I be assertive?
J2-4 An assertive woman -- in my organization?
J2-5 Will I like the Assertive me?
K1-1 Special Problems for women in management.
L1-1 Not specifically mentioned. Includes lectures, films, and group discussions with much emphasis to be placed on individual involvement in the program. The program is designed to provide participants with the abilities and confidence to perform effectively as a woman in management.
N4-1 Psychology of Women.
N4-2 Assertiveness Training
N4-3 Women as Effective Managers
N4-6 Similarities and Differences women experience in handling men and women.

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(Continued on the following page)

CATEGORY: Management as a Woman (See also Affirmative Action Assertiveness Training, Career Goals and Legal Considerations)

INTERESTED	ENTRY LEVEL	ESTABLISHED
	possible to raise her sights above "discriwomenation" to achieve her highest potential.	N4-7 Practitioner's View of the Future of Women in Business.
	F14-1 The Woman Manager in a Changing Environment.	02-5 Facilitating and Participation of Women in the Labor Force.
	F14-6 (obj) Special discussions will focus on the problems that may arise for women supervising women as well as supervising men.	Q1-3 Beliefs About Women.
	F15-1 Psychological Aspects - Attitudes... Problems Unique to the Woman Supervisor.	R1- (obj) To identify problems and opportunities for women to become better qualified for job opportunities ahead so that each participant may find that it is possible to raise her sights above "discriwomenation" to achieve her highest potential.
		F13-7 Balancing the Demands of Work and Private Life.

CATEGORY: Management for Minorities

INTERESTED

J3-1 The Functions of a Manager.
J3-2 Organizations in Operation.
J3-3 Managing People.
J3-4 Building the New Manager's Communication Skills.

ENTRY LEVEL

A5-1 (obj) To offer a unique opportunity to the black woman for a period of self renewal and personal growth with a group of persons who share her position as an able person and achieving professional.
F11-1 Black Realities in a Corporate Life.
F11-2 Effective Executive Style.
F11-3 Risk Taking Behavior and Race Related Stresses.
F11-4 Effective Relationships in the Corporate Environment.
F11-5 Utilization of Organization to Achieve Results.
F11-6 Assessment of Individual Needs.
F11-7 Planning for Ongoing Self-Development.
F12-1 Management Issues.
F12-2 Black Realities and Corporate Norms.
F12-3 Concepts of Self-development.
F12-4 Coping with Interpersonal and Racial Conflicts.
F12-5 Effective Relationships in
(continued on next pg.)

ESTABLISHED

F11-1 Black Realities in Corporate Life.
F11-2 Effective Executive Style
F11-3 Risk Taking Behavior in Race Related Stresses.
F11-4 Effective Relationships in the Corporate Environment.
F11-5 Utilization of Organization to Achieve Results.
F11-6 Assessment of Individual Needs.
F11-7 Planning for Ongoing Self-Dev-Development.
F12-1 Management Issues.
F12-2 Black Realities and Corporate Norms.
F12-3 Concepts of Self-development.
F12-4 Coping with Interpersonal and Racial Conflicts.
F12-5 Effective Relationships in Organizations.

CATEGORY: Management for Minorities

INTERESTED	ENTRY LEVEL		ESTABLISHED
		Organizations.	
	J3-1	The Functions of a Manager.	
	J3-2	Organizations in Operation.	
	J3-3	Managing People.	
	J3-4	Building the New Manager's Communication Skills.	

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CATEGORY: Management Skills (General)

INTERESTED		ENTRY LEVEL		ESTABLISHED	
A1-1 (obj)	To expand their repertoire of managerial and organizational skills such as decision making, problem-solving, supervisory skills, running meetings, dealing with power, etc.	A1-1 (obj)	To expand their repertoire of managerial and organizational skills such as decision making, problem-solving, supervisory skills, running meetings, dealing with power, etc.	A1-1 (obj)	To expand their repertoire of managerial and organizational skills such as decision making, problem-solving, supervisory skills, running meetings, dealing with power, etc.
B1-1	Increasing Management Skills.	A2-4	Managerial Skills for Women, for example: assertiveness training, the utilization of conflict, techniques for decision making, problem-solving, running a meeting, building a team, supervising.	A2-4	Managerial Skills for Women, for example: assertiveness training, the utilization of conflict, techniques for decision making, problem-solving, running a meeting, building a team, supervising.
D1-3	Developing Executive Skills.	B1-1	Increasing Management Skills.	B1-1	Increasing Management Skills.
J1-1	Introduction to Management Skills.	C1-4	Developing Managerial Skills.	C1-4	Developing Managerial Skills.
F12-1	Management Issues.	D1-3	Developing Executive Skills.	D1-3	Developing Executive Skills.
		F2-2	The Duties and Responsibilities of the Administrator/Manager.		
		G1-3	Introducing the IMM - the individual management module.		
		J1-1	Introduction to Management Skills.		
		F12-1	Management Issues.		
		F14-3 (obj)	Review of the range of management skills and techniques required for top-level performance.		
		F15-2	Management Principles and Techniques for the Supervisor.		

CATEGORY: Managing People

INTERESTED

A1-1 (obj)	To expand their repertoire of managerial and organizational skills such as supervisory skills.
A1-4 (obj)	To build effective support systems including women and men to facilitate getting work accomplished.
D1-6	The Management of Human Resources.
D1-7	Effective Delegation.
J3-3	Managing People.
P2-1	Human Relations in Action.
P2-2	Human Behavior.
F12-5	Effective Relationships in Organizations.

ENTRY LEVEL

A1-1 (obj)	To expand their repertoire of managerial and organizational skills such as supervisory skills.
A1-4 (obj)	To build effective support systems including women and men to facilitate getting work accomplished.
A3-1	Managing Differences-particularly ethnic and cultural differences.
A3-4	Collaboration and Competition with Men and Women
A4-1	Managing Differences-particularly ethnic and cultural.
A4-4 (obj)	Collaboration and competition with Men and Women.
D1-6	The Management of Human Resources.
D1-7	Effective Delegation.
F2-5	Mastering the Skills of Managing People-Human Relations & Motivation.
F4-5	Work Group Skills-Getting Results through Interactions with Peer Groups, Subordinates, Superiors.
F7-4	Cultivating Effective Employee Relations.

Continued on following page

ESTABLISHED

A1-1 (obj)	To expand their repertoire of managerial and organizational skills such as supervisory skills.
A1-4 (obj)	To build effective support systems including women and men to facilitate getting work accomplished.
D1-6	The Management of Human Resources.
D1-7	Effective Delegation.
F4-5	Work Group Skills-Getting Results through Interactions with Peer Groups, Subordinates, Superiors.
F5-6	Translating Effective Business Decisions to People in Management.
H1-5	Motivating People (How and Why People Work Best).
K1-5	Motivating People.
N4-6	Similarities and Differences Women Experience in Handling Men & Women.
P3-4	The New Employee and the Temporary Worker.

CATEGORY: Managing People

INTERESTED

ENTRY LEVEL

G1-6 The Supportive Manager Workshop.
H1-5 Motivating People (How and Why People Work Best).
J3-3 Managing People.
K1-5 Motivating People.
N1-3 Management of People.
N2-3 Basics of interpersonal relations.
N3-7 Group Dynamics.
O1-4 Organizing and Staffing.
P2-1 Human Relations in Action.
P2-2 Human Behavior.
P3-4 The New Employee & the Temporary Worker.
F9-2 Developing Bias-Free Skills and Techniques Regarding Performance - Pay Appraisals, Grievances, and Disciplinary Practices Including Discharge.
F10-3 Open Discussion: Personnel Administration - Staffing the Department, Staff Development Techniques, Salary Administration.
F11-4 Effective Relationships in the Corporate Environment.
F12-5 Effective Relationships in Organizations.
F15-4 Cultivating Effective Employee Relations.

ESTABLISHED

F9-2 Developing Bias-Free Skills and Techniqus Regarding Performance - Pay Appraisals, Grievances and Disciplinary Practices Including Discharge.
F11-4 Effective Relationships in the Corporate Environment
F13-5 Work Group Skills - Getting Results through Interactions with Peer Groups, Subordinates, Superiors.

CATEGORY: Managing Time

INTERESTED

D1-5 Managing Management Time.
I1-2 Goal Setting and Time Management.
P2-6 Management of Time.

ENTRY LEVEL

D1-5 Managing Management Time.
F4-6 Balancing the Demands of Work and Private Life.
I1-2 Goal Setting and Time Management.
P2-6 Management of Time.
F10-1 (obj) How to Control Your Time as a Manager.
F15-8 Time Management.

ESTABLISHED

D1-5 Managing Management Time.
F4-6 Balancing the Demands of Work and Private Life.
F13-6 Time Management/Establishing priorities.
F13-7 Balancing the Demands of Work and Private Life.

CATEGORY: Miscellaneous Management Skills

INTERESTED

J1-6 Goal Setting.
J1-11 Salesmanship.

ENTRY LEVEL

A3-2 Power-personal, organizational and systematic.
A4-2 Power-personal, organizational and systematic.
F4-3 Competitiveness/Assertiveness/ Visibility as a Means for Promotion.
J1-6 Goal Setting.
J1-11 Salesmanship.
M1-4 Administrative Uses for the Computer.
N1-2 Management of Results.
O1-4 Organizing and Staffing.
O2-2 Undercovering and Working with Conflicts.
Q1-4 Action Orientation.
Q1-7 Informal Structure.
F15-9 Selling Ideas.

ESTABLISHED

F4-3 Competitiveness/Assertiveness/ Visibility as a Means for Promotion.
M1-4 Administrative Uses for the Computer.
O1-1 Organizations, Management Styles, and Motivation.
O2-2 Undercovering and Working with Conflicts.
Q1-4 Action Orientation.
Q1-7 Informal Structure.

CATEGORY: Motivation

INTERESTED

I1-5 Leadership and Motivation.

ENTRY LEVEL

C1-5 Improving Performance Through Motivation.
F1-6 Motivation-Key to Productivity.
F3-6 Motivation and Communication.
F7-6 Motivation-Key to Productivity.
H1-5 Motivating People (How and Why People Work Best).
I1-5 Leadership and Motivation.
K1-5 Motivating People.
N3-1 Motivation.
O1-1 Organizations, Management Styles, and Motivation.
O1-3 Motivation and Reward Systems.
P3-1 Motivation.
Q1-6 Motivational Factors.
F10-4 Motivation and Communication.
F15-6 Motivation - Key to Productivity.

ESTABLISHED

C1-5 Improving Performance Through Motivation.
F4-3 Competitiveness/Assertiveness/Visibility as a Means for Promotion.
H1-5 Motivating People (How and Why People Work Best).
K1-5 Motivating People.
O1-1 Organizations, Management Styles, and Motivation.
O1-3 Motivation and Reward Systems.
P3-1 Motivation.
Q1-6 Motivational Factors.

CATEGORY: Organizational Response to Managers

INTERESTED

E1-2 Women in Management, Corporate Experiences and Expectations at First National Bank of Arizona, New England Telephone Co., and CBS.

P1-Obj. To offer a unique approach to affirmative action and equal employment opportunity for women by assisting in the assessment of the extent and source of perceived sex discrimination by female employees.

ENTRY LEVEL

A2-2 Organizational Response to Women in Managerial Positions.

E1-2 Women in Management, Corporate Experiences and Expectations at First National Bank of Arizona, New England Telephone Co., and CBS.

P1-Obj. To offer a unique approach to affirmative action and equal employment opportunity for women by assisting in the assessment of the extent and source of perceived sex discrimination by female employees.

ESTABLISHED

A2-2 Organizational Response to Women in Managerial Positions.

E1-2 Women in Management, Corporate Experiences and Expectations at First National Bank of Arizona, New England Telephone Co., and CBS.

P1-Obj. To offer a unique approach to affirmative action and equal employment opportunity by assisting in the assessment and source of perceived sex discrimination by female employees.

CATEGORY: Power and Management

INTERESTED		ENTRY LEVEL		ESTABLISHED	
A1-obj. 1	To expand their repertoire of managerial and organizational skills such as dealing with power.	A1-obj. 1	To expand their repertoire of managerial and organizational skills such as dealing with power.	A1-obj. 1	To expand their repertoire of managerial and organizational skills such as dealing with power.
		A3-2	Power - personal, organizational, and systematic.	N4-5	Issues Relating to Power and Management.
		A4-2	Power - personal, organizational, and systematic.		

CATEGORY: Professional Development

INTERESTED

D1-3 Developing Executive Skills.
F12-3 Concepts of Self Development.
L2-3 To provide an opportunity to interact with qualified resource persons on subjects that will improve status in professional life.

ENTRY LEVEL

C1-1 Dealing with Obstacles to Advancement that are Unique to Women.
C1-2 How to Deal with On-the-Job Barriers to Advancement.
C1-3 How to Reduce Barriers to my Advancement.
F1-2 Making the Move up to Supervisory Management.
F4-4 Self Assessment as it is Related to Goal Setting, Career and Life Planning.
F6-7 Strategies for Career Advancement.
F8-5 Personal and Professional Self-Development for Women.
F12-3 Concepts of Self Development.
F14-5 (obj) The objective of career growth will be considered through leadership abilities, self-development, and motivation.
L2-3 To provide an opportunity to interact with qualified resource persons on subjects that will improve status in professional life.
M1-5 Professional Development.
D1-3 Developing Executive Skills.

ESTABLISHED

C1-1 Dealing with Obstacles to Advancement that are Unique to Women.
C1-2 How to Deal with On-the-Job Barriers to Advancement.
C1-3 How to Reduce Barriers to my Advancement.
D1-3 Developing Executive Skills.
F8-5 Personal and Professional Self-Development for Women.
F13-3 Competetiveness/Assertiveness/ Visability as a Means for Promotion.
F13-4 Self Assessment as it is Related to Goal Setting, Career and Life Planning.
L2-3 (obj) To provide an opportunity to interact with qualified resource persons on subjects that will improve status in professional life.
M1-5 Professional Development.

CATEGORY: Staff Development - Finding and Training Employees

INTERESTED

ENTRY LEVEL

F1-5 Training & Developing Employees.
F3-5 Personnel Administration-Staffing the Department, Staff Development Techniques, Salary Administration.
H1-8 Appraisal of Staff(Considering Women for Non-traditional Jobs).
K1-7 Training and Developing Employees.
O1-4 Organizing and Staffing.
O2-3 Job Design and Performance Evaluation.
O2-4 Organizational Training and the Design of Training Interventions.
P3-3 Interviewing New Employees.
P3-4 The New Employee and the Temporary Worker.
F9-3 Training and Development of "Protected" Employees and Their Fellow Workers."
F10-3 Open Discussion: Personnel Administration - Staffing the Department, Staff Development Techniques, Salary Administration.

ESTABLISHED

H1-8 Appraisal of Staff (Considering Women for Non-traditional jobs).
K1-7 Training & Developing Employees.
M2-1 (obj) To bring together senior officers of regional institutions to discuss such pressing issues as faculty development.
O1-4 Organizing and Staffing.
O2-3 Job Design and Performance Evaluation.
O2-4 Organizational Training and the Design of Training Interventions.
P3-3 Interviewing New Employees.
P3-4 The New Employee and the Temporary Worker.
F9-3 Training and Development of "Protected" Employees and Their Fellow Workers.

CATEGORY: Style and Technique - The Effective Manager

INTERESTED

D1-2 Challenge of Leadership.
I1-7 Self-Awareness and Managerial Effectiveness.
J1-4 Observation and Feedback.
L2-1 Assertive Communication for the Working Woman.
L2-4 Techniques for Becoming an Effective Supervisor.

ENTRY LEVEL

D1-2 Challenge of Leadership.
F2-2 The Duties and Responsibilities of the Administrator/ Manager.
F2-7 Developing Your Personal Management Style.
F4-1 Tuning in to Your Corporation's Goals and Expectations.
F4-5 Work Group Skills-Getting Results through Interactions with Peer Groups, Subordinates, Superiors.
F8-2 Assertiveness Training: Principles and Practices.
F8-3 Consciousness Raising with Others to Achieve Success in Management.
I1-7 Self Awareness and Managerial Effectiveness.
J1-4 Observation and Feedback.
L1-4 (obj) To establish incentive and the necessary ability to perform at top capacity.
L2-1 Assertive Communications for the Working Woman.
L2-4 Techniques for Becoming an Effective Supervisor.
N2-2 The Supervisor's Position in the Management Structure.
N3-4 Managerial Styles.

ESTABLISHED

D1-2 Challenge of Leadership.
F4-1 Tuning in to Your Corporation's Goals and Expectations.
F4-5 Work Group Skills - Getting Results through Interactions with Peer Groups, Subordinates, Superiors.
F8-2 Assertiveness Training: Principles and Practices.
F8-3 Consciousness Raising with Others to Achieve Success in Management.
L1-4 (obj) To establish incentive and the necessary ability to perform at top capacity.
L2-4 Techniques for Becoming an Effective Supervisor.
N4-3 Women as Effective Managers.
O1-1 Organizations, Management Styles, and Motivation.
O1-1 Management Style.
F11-2 Effective Executive Style.
F13-5 Work Group Skills - Getting Results through Interactions with Peer Groups, Subordinates, Superiors.

(Continued on the following page)

CATEGORY: Style and Technique - The Effective Manager

INTERESTED	ENTRY LEVEL	ESTABLISHED
	O1-1 Organizations, Management Styles, and Motivation.	
	O1-5 Organizational Leadership.	
	Q1-1 Management Style.	
	F11-2 Effective Executive Style.	
	F15-2 Management Principles and Techniques for the Supervisor.	

CATEGORY: Teamwork

INTERESTED

B1-3 To learn and practice
(obj) team building
J1-3 The Work Group.

ENTRY LEVEL

A2-4 Managerial Skills for women - building a team.
B1-3 To learn and practice team
(obj) building.
C1-7 Building Teamwork - The Woman as a Leader.
F4-5 Work Group Skills - Getting Results with Peer Groups, Subordinates, and Superiors.
J1-3 The Work Group.

ESTABLISHED

A2-4 Managerial Skills for women - building a team.
B1-3 To learn and practice team
(obj) building.
C1-7 Building Teamwork - The Woman as a Leader.
F4-5 Work Group Skills - Getting Results with Peer Groups, Subordinates and Superiors.
F13-5 Work Group Skills - Getting Results with Peer Groups, Subordinates and Superiors.